

COMMONWEALTH OF MASSACHUSETTS

**HUMAN RESOURCES DIVISION
OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY**

Annual Report Fiscal Year 2016



Governor Charles D. Baker
Lieutenant Governor Karyn E. Polito



Comments from the Director of Diversity:

The Office of Diversity and Equal Opportunity is charged with ensuring that non-discrimination, equal opportunity, and diversity are promoted and reflected in executive departments. A key role of the Office of Diversity and Equal Opportunity is to provide Leadership and Key Stakeholders with data to make informed decisions about workforce issues.

This annual report is a snapshot of the workforce at the end of fiscal year 2016. It captures and highlights the progress made towards achieving greater diversity across the executive departments. The report includes the following:

- ✓ Comparison of the FY2016 and FY2015 aggregate workforce
- ✓ Secretariat progress towards benchmarks
- ✓ Hiring, Promotion and Termination Data
- ✓ Significant Accomplishments for FY2016

The workforce continued to shrink, primarily due to the residual effects of the FY2015 Early Retirement Incentive Program (ERIP), which realized a net loss of just over 2400 employees and in part due to an imposed hiring freeze. Despite the challenges of ERIP and an imposed hiring freeze we were able to maintain many of our workforce diversity gains. Success can be attributed the innovative, creative and thoughtful leadership team, which continues to demonstrate its commitment to ensuring that the Commonwealth's workforce is reflective of the citizens we serve.

The Office of Diversity and Equal Opportunity (ODEO) continued outreach and recruitment for critical positions. In the spring, ODEO hosted a Statewide Career fair that attracted over 500 participants. The strong showing was a direct result of a social media campaign. ODEO continued its partnerships with community and professional organizations to ensure pipelines of diverse talent for future employment opportunities. The Commonwealth continues to foster a culture where employees can bring their whole selves to work and contribute to their fullest potential. Ever striving to make a positive difference in the lives they touch daily serving the citizens of this great Commonwealth.

Best Regards,

Sandra E. Borders

Sandra E. Borders, MSM, PHR | Director
Office of Diversity and Equal Opportunity
1 Ashburton Place, Room 213
Boston, MA 02108
Tel: (617) 878-9812
Fax: (617) 878-9830
TTY: (617) 727-6015

TABLE OF CONTENTS

<u>COMMONWEALTH OF MASSACHUSETTS COVER PAGE</u>	1
COMMENTS FROM THE DIRECTOR OF DIVERSITY	2
ODEO’S MISSION, VISION, AND CORE VALUES	4
<u>EXECUTIVE BRANCH SUMMARY</u>	5
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE	7
EXECUTIVE OFFICE OF EDUCATION	11
EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	15
EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES	20
EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT	24
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT	28
EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY	32
MASSACHUSETTS DEPARTMENT OF TRANSPORTATION	36
<u>INDEPENDENTS</u>	40
CENTER FOR HEALTH INFORMATION AND ANALYSIS	41
COMPTROLLER OF THE COMMONWEALTH	42
DISABLED PERSONS PROTECTION COMMISSION	43
MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION	44
MASSACHUSETTS TEACHER’S RETIREMENT SYSTEM	45
PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION	46



Sandra Borders
Director

Juanita Allen
Recruitment and Outreach Manager

Lisa Harrison
EEO Compliance Officer/System Administrator

Betzaida Herrera
Program Coordinator

Mission

Our mission is to carry out the Governor's mandates to ensure practices of non-discrimination and equal opportunity and to deliver customer-focused solutions in attracting, hiring, retaining and promoting a diverse workforce within the Commonwealth of Massachusetts. Utilizing best practices and promoting a pro-active approach to Affirmative Action, Equal Opportunity and Diversity, we strive to create and foster an environment that affirms and values the diversity of our workforce.

Vision

To realize a diverse and inclusive workforce where employees are valued and their talents maximized to make a positive difference in the lives of the citizens of Massachusetts.

Core Values

Integrity
Respect for People
Open Dialogue
Accountability

For more information, please visit our website:

<http://www.mass.gov/anf/employment-equal-access-disability/diversity-access-and-opportunity/>

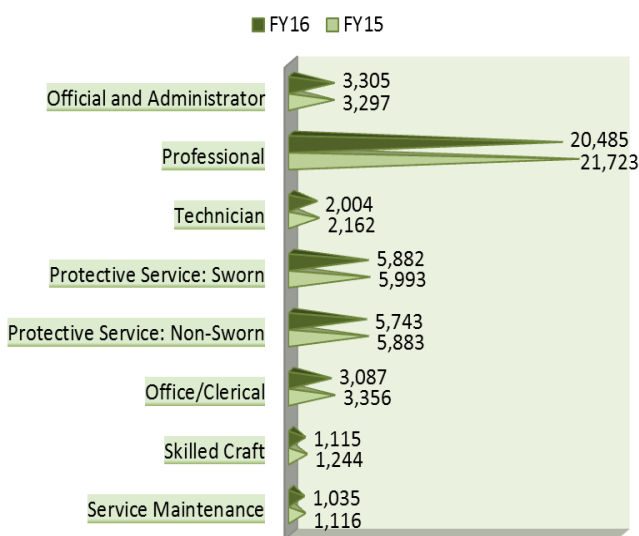
*Where
Affirmative
Action
and
Equal
Opportunity
are
a
practice.*

Executive Branch Summary

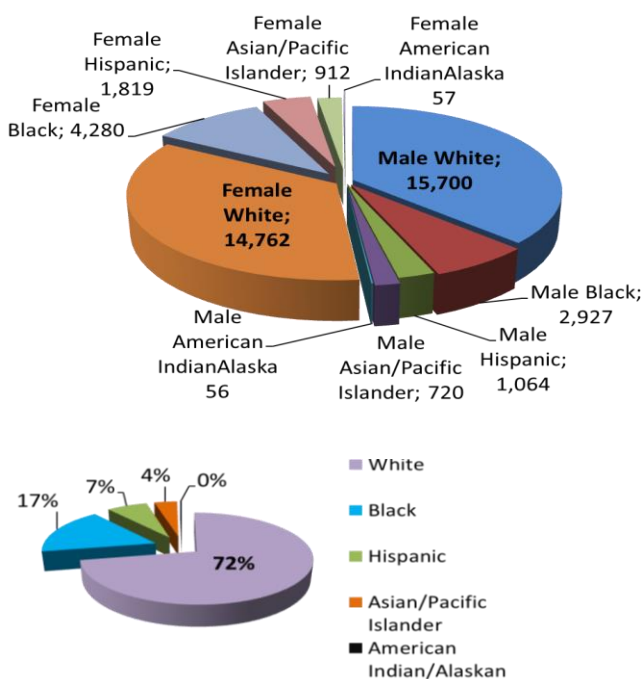
The Office of Diversity and Equal Opportunity (ODEO) fulfills its missions by ensuring equal access to employment through non-discrimination, affirmative action and diversity policies and procedures.

The Fiscal Year 2016 Annual Report represents the workforce analysis for the Executive Branch department. The Commonwealth of Massachusetts continues to strive toward reaching employment parity for protected groups.

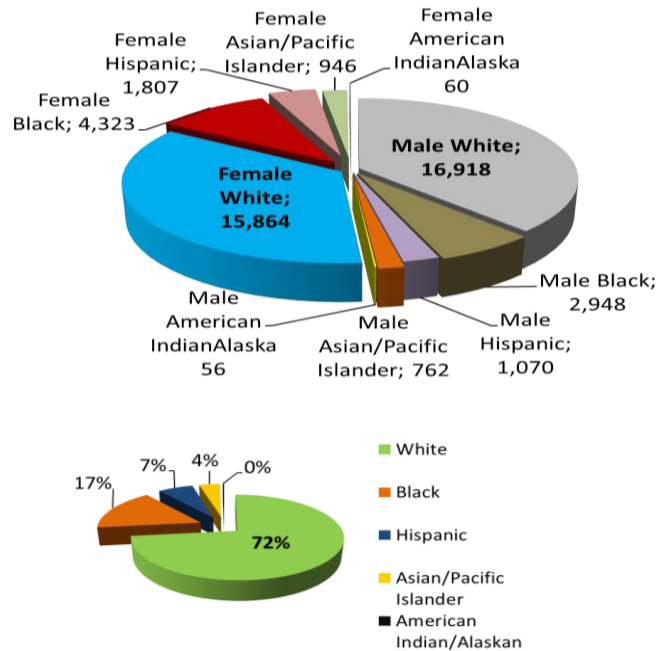
Executive Branch Workforce Summary by EEO4 Category



Executive Branch Demographics for FY16

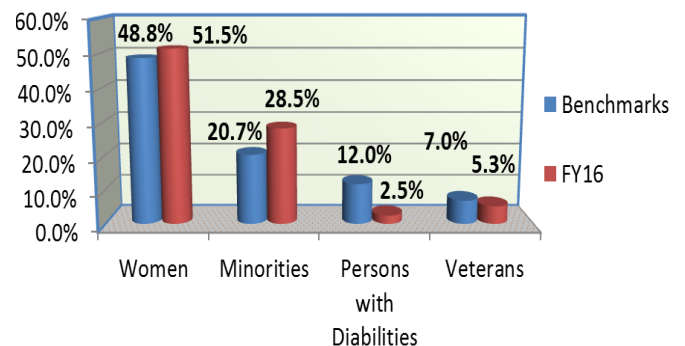


Executive Branch Demographics for FY15

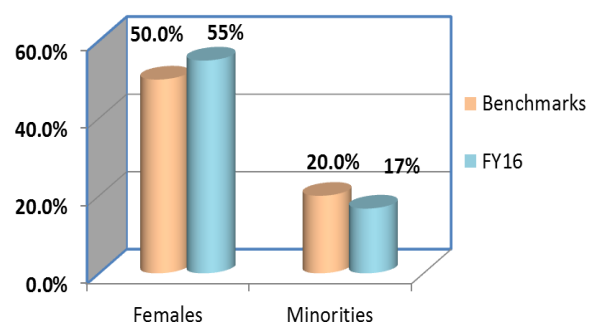


Parity goals for the Commonwealth are based on the American Community Survey (ACS) 2010 Census are as follows:

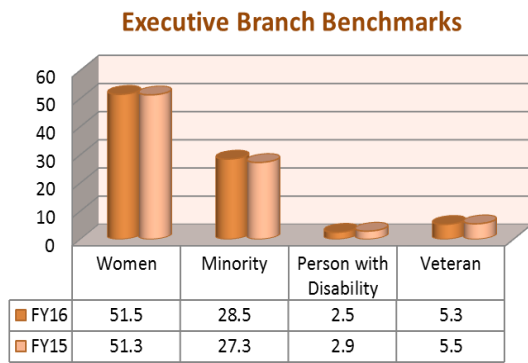
Executive Branch Compared to Benchmarks



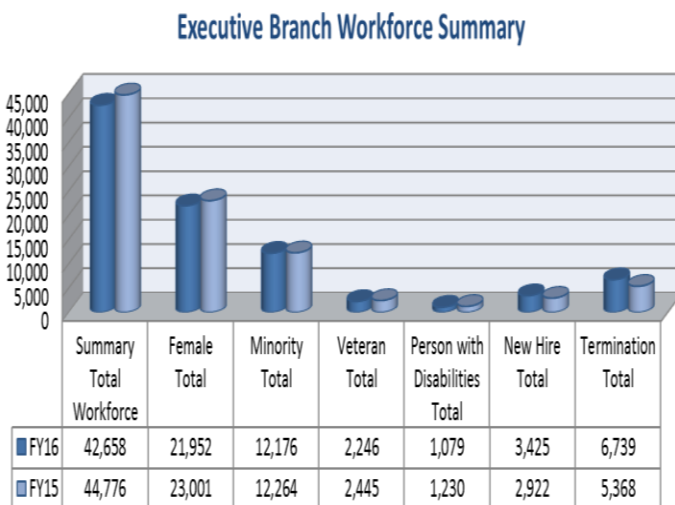
Executive Branch Managers Compared to Benchmarks



(continued)



During FY 2016 the workforce for the Executive Branch departments of the Commonwealth decreased from 44,776 to 42,658. Detailed charts and graphs for each Secretariat in the Executive Branch are included in the subsequent pages of this report.

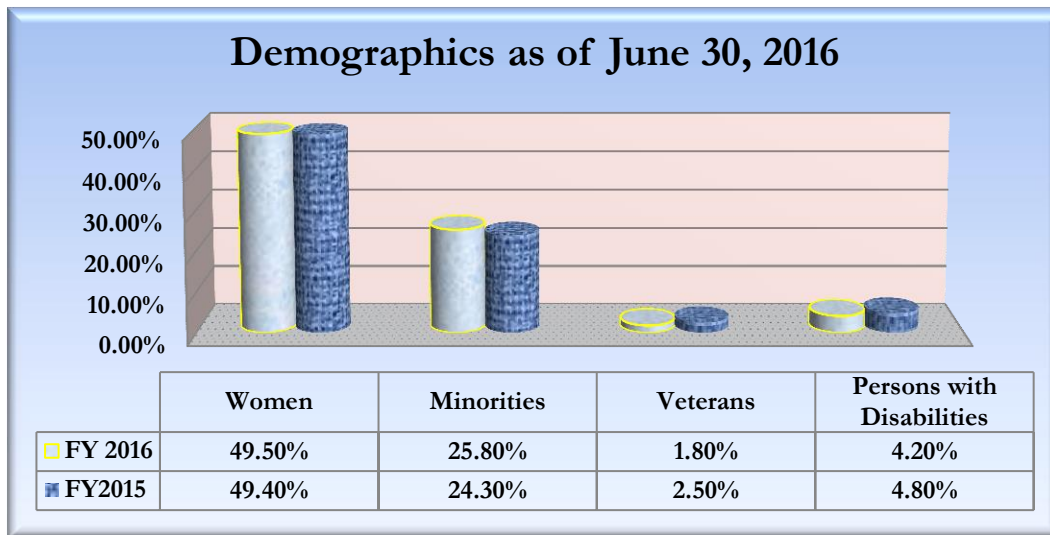


This report examines the Executive Branch departments' progress during fiscal year ending June 30, 2016.

¹ Based on the Office of Federal Contract and Compliance (OFCCP) and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)

EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

SECRETARY KRISTEN LEPORE



AGENCY'S DIVERSITY OFFICERS

Appellate Tax Board - Joyce Pagonis
Bureau of the State House – James Henderson
Civil Service Commission – Cynthia A. Ittleman
Department of Revenue – Meghan F. Foley
Division of Administrative Law Appeals – Edward B. McGrath
Division of Capital Asset Management – James Henderson
Group Insurance Commission – Karin Eddy
Health Policy Commission – David Glaser
Human Resources Division – Mary Sharkey
MA Developmental Disabilities Council – Cathy Jackson
MA Office of Information Technology – Ellen Wright
MA Office on Disability – Michael Dumont
Operational Services Division – Jacqueline Harris Brownell
The State Library of Massachusetts – Alix Quan

The Administration and Finance Secretariat
FY16 Annual Narrative Report

Secretariat Overview:

The Executive Office for Administration and Finance (ANF) Develops and executes fiscal and administrative policies that ensure the financial stability and effectiveness of state government. ANF agencies share a public policy vision of continuous improvement driven by the recruitment, development and support of employees who are collectively as diverse as the citizens we serve.

The ANF Secretariat is comprised sixteen agencies that strive to further the Governor's efforts of serving the citizens of the Commonwealth and making an impactful difference. The agencies area as follows: Appellate Tax Board| Bureau of State House| Civil Service Commission| Department of Revenue| Developmental Disabilities Council | Division of Administrative Law Appeals| Division of Capital Asset Management and Maintenance | Group Insurance Commission | Human Resources Division | Massachusetts Office of Information Technology| Massachusetts Office on Disability | Operational Services Division |Public Employee Retirement Administration Commission | State Library of Massachusetts| and Teachers' Retirement Board

Workforce Analysis:

ANF has a total workforce of 2,862 compared to 3,230 in fiscal year 2015 which represents a 12.9% decrease in its total workforce. A further comparison of fiscal year 16 and fiscal year 15 reveals that ANF's ability to achieve its benchmark goals were somewhat impacted by the hiring freeze and the Early Retirement Incentive Program of FY2015.

Aggregate Data:

Category	FY 2016	FY2015	Variance
Females	49.5%	49.4%	-0.1%
Minorities	25.8%	24.3%	+1.5%
Persons with Disabilities	4.2%	4.8%	-0.6%
Veterans	1.8%	2.5%	-0.7%

Female employees made up 49.5% of the ANF workforce; this is a slight decrease from FY2015. Minority employees made up 25.8% of the ANF Secretariat, which represents an increase over FY2015. Persons with Disabilities and Veterans make up 4.2% and 1.8% respectively which is a slight decrease in both categories from FY 2015. The Secretariat continues to drive impressive diversity outcomes.

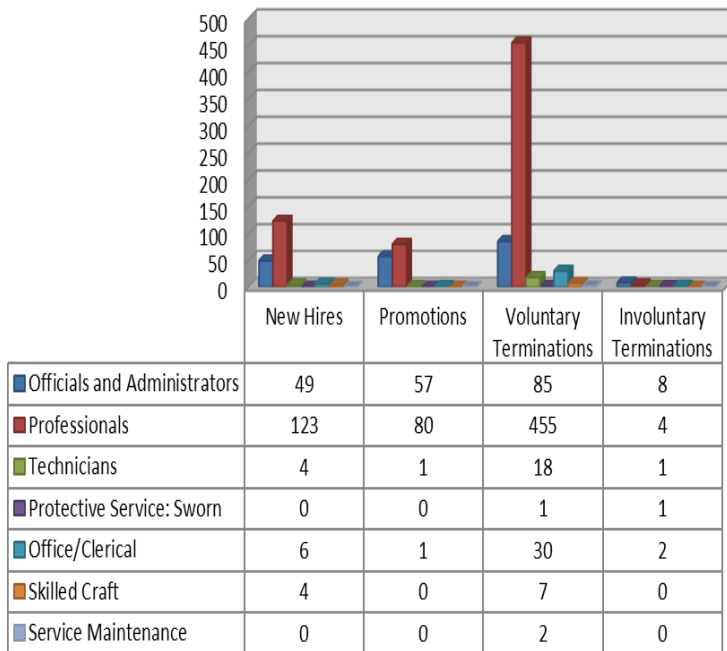
Workforce Trends: Diversifying the workforce continues to be a priority for the administration and for the ANF Secretariat. ANF agencies partnered with the Office of Diversity and Equal Opportunity (ODEO) to increase the diversity of their applicant pools and to promote their open positions within various diverse communities and professional organizations. In addition, ANF agencies participated in the spring Commonwealth Career Fair, where over 500 job seekers attended. ANF agencies continue to access job seekers who built profiles in MassCareers. They may use MassCareers to continue to source their positions to a very diverse pool of applicants.

During FY2016, ANF agencies continued to promote females and minority individuals in meaningful ways. Female employees received 57.5% and minority employees received 20.9% of promotions.

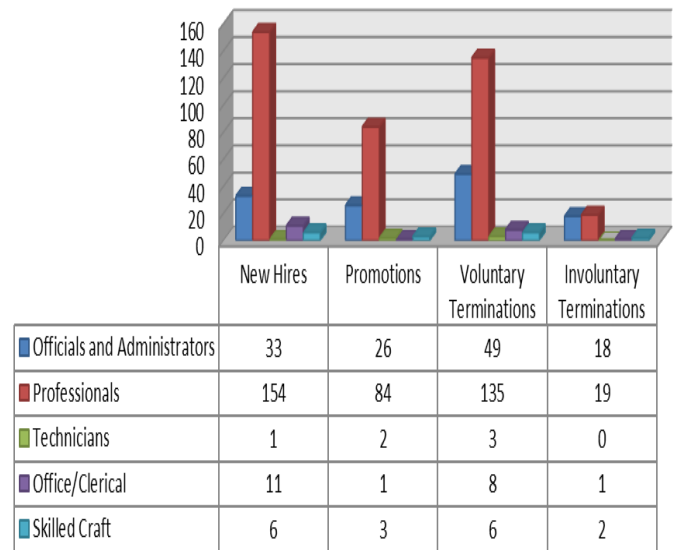
Agency Highlights: ANF agencies employees participated in professional development, programs and mandatory trainings. There were 5 employees across the various ANF agencies who participated in the Commonwealth Supervisors Certificate Program and 8 who participated in the Commonwealth Managers Certificate Program. Agencies continued to support internship program. ANF also partnered with the Office of Access and Opportunity to engage a Japanese delegation in thought provoking dialogue on Diversity and Inclusion; sharing best practices and the journey that the Commonwealth has embarked upon to create a more diverse and inclusive workforce.

Moving Forward: The Administration and Finance Secretariat; will continue to promote and encourage staff professional development, through free and low-cost professional development opportunities. We are committed to continuously attracting, promoting, and retaining a highly skilled and diverse workforce. We are poised to develop and implement recruitment strategies that will create a diverse pipeline of talent, increase and maximize our capabilities to ensure the Secretariat's long-term success.

ANF Analysis by EEO4 Category - FY16

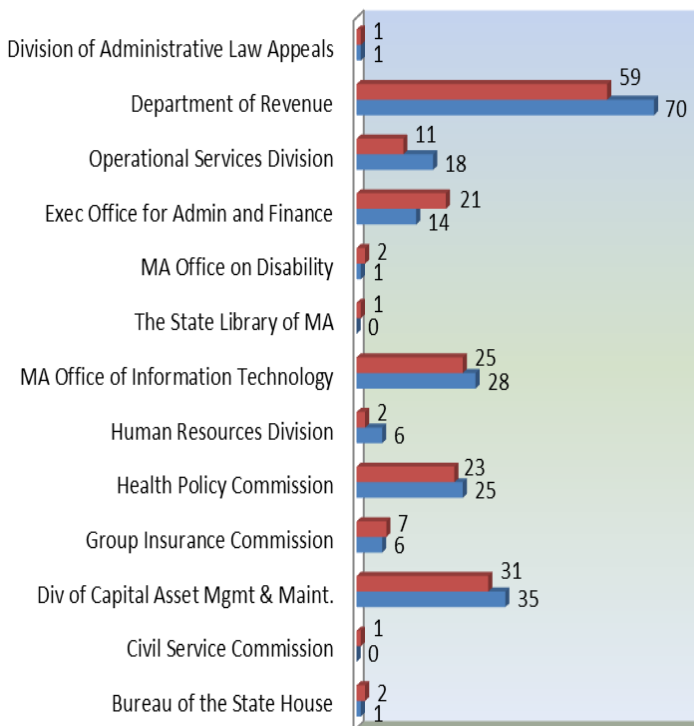


ANF Analysis by EEO4 Category - FY15



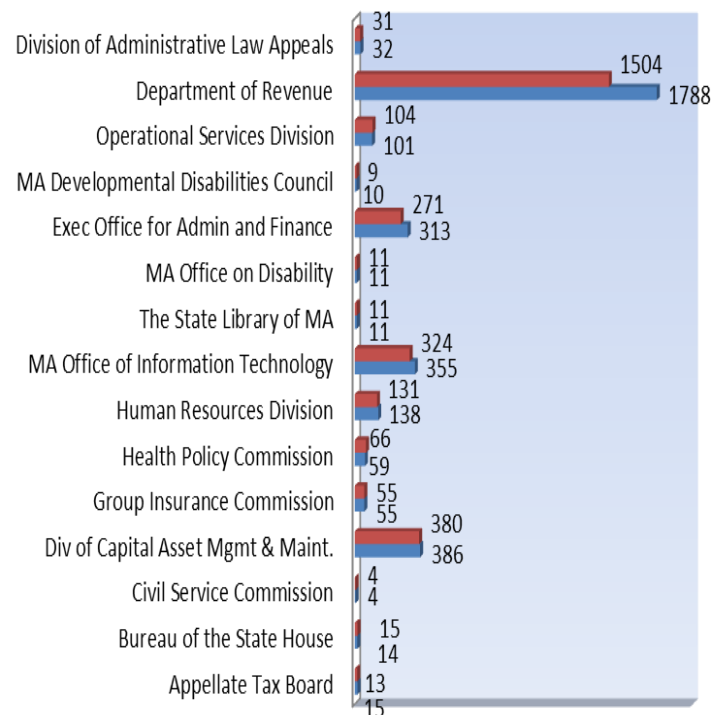
Executive Office for Administration and Finance Workforce Summary by New Hires

FY16 FY15



Executive Office for Administration and Finance Workforce Summary by Departments

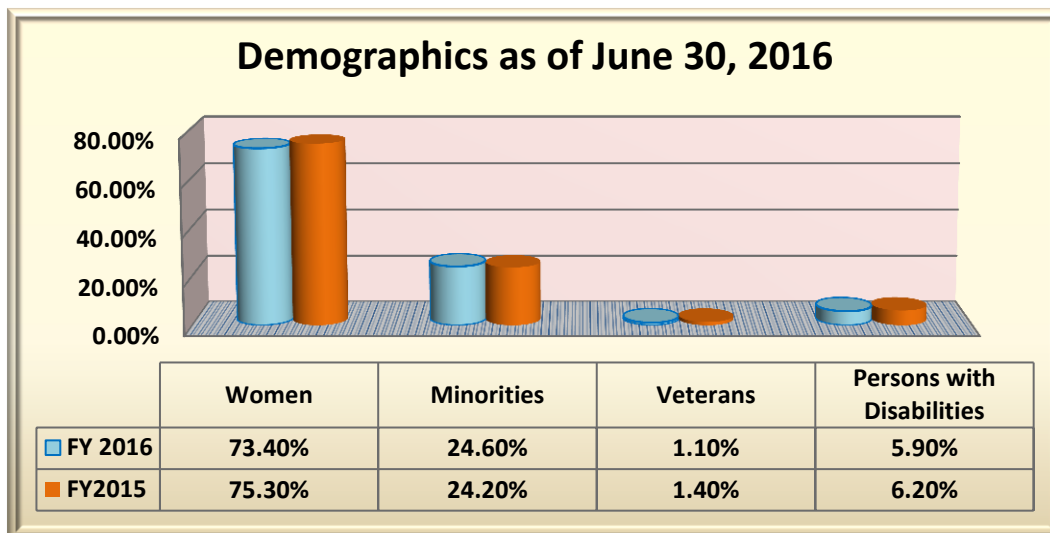
FY16 FY15



EXECUTIVE OFFICE OF EDUCATION

SECRETARY JAMES A. PEYSER

Sarah Harding, Diversity Director



AGENCIES

Executive Office of Education
Department of Early Education and Care
Department of Elementary and Secondary Education

EXECUTIVE OFFICE OF EDUCATION ANNUAL REPORT NARRATIVE FY 2016

INTRODUCTION

The Executive Office of Education (EOE) sits at the center of our public education system, and coordinates the development and implementation of initiatives across our early education, K-12, and public higher education institutions.

We are committed to realizing a more rigorous, comprehensive and successful 21st Century education system that expands on our achievements so that we ensure all Massachusetts students are prepared to succeed in the global economy. By investing in research-based strategies, raising standards and accountability, improving assessments, increasing the quality of teaching, promoting innovation, enhancing student supports and rewarding excellence, Governor Baker is ensuring that all Massachusetts students not only remain at the head of the class nationally, but are positioned to successfully compete internationally and to realize the American Dream.

OVERVIEW

The EOE serves as a single, responsible authority within the Commonwealth's comprehensive education system, which is comprised of the Department of Early Education and Care (EEC), the Department of Elementary and Secondary Education (ESE), the Department of Higher Education (DHE), and the University of Massachusetts (UMASS). In addition, the Executive Office of Education advises the Governor on matters of education policy, helps shape the Governor's policy agenda, and works with the Commissioners to build a seamless Pre-K - 20 public education system.

Broad Comparison of Workforce

There were 794 employees in the Secretariat. The Early Retirement Incentive impacted both the diversity of the workforce and the ability to replace diverse candidates in the EOE workforce and overall there was a slight decline in parity across the board in FY16 as compared to FY15.

Analysis

Protected Categories	Commonwealth Parity % (2010 census)	2015	2016
Women	48.80%	75.4%	73.4%
Minorities	20.70%	24.1%	24.6%
Veterans	7%	1.4%	1.1%
Persons with Disabilities	12.0%	6.3%	5.6%

EOE agencies will continue to encourage employees to self-identify by addressing employees' concerns regarding the confidentiality, retention, use, and disclosure of disability-related information. It is the practice of EOE agencies to discuss this subject at each employee orientation and provide accommodations to enhance work activities

regardless of self-identification. EOE agencies continued to participate in Professional Development Programs, Mandatory Training and related agency-based activities throughout the year. EOE agencies also continued to support internship programs as a means of providing valuable work experience for participating students and marketing the Commonwealth as an employer of choice.

Annual Narratives from The Departments of Early Education and Care, Elementary and Secondary Education and the Executive Office are attached which contain specific details of each agency's accomplishments.

Highlights

30 EOE employees participated in leadership programs that were offered through the Human Resource Division and the EHS Center for Staff Development to gain skills for supervisory or management positions. Departments reorganized their agency operations to better structure and provide services. This provided promotional opportunities for diverse employees. Employees completed 163 classes on one of the 4 required Diversity Trainings. Human Resources implemented the MassCareers application in February and utilizing the sourcing function to reach a boarder audience on job opportunities. Additionally, this application allows for more in-sight in real time of the candidate pool and their progress through hiring.

Secretariat Moving Forward

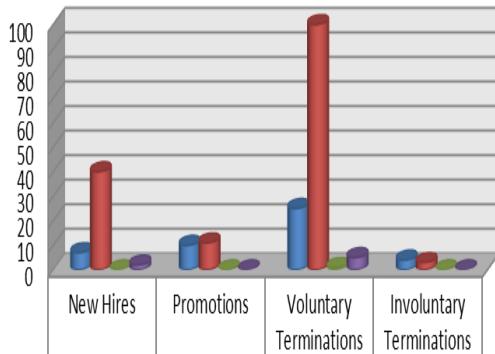
EOE continues to work towards increasing the compliancy rate for the Commonwealth's Mandatory Diversity Training for all employees (Part I), the Commonwealth's Mandatory Diversity Training for Managers, Disability Awareness of all employees and Disability Awareness for managers to ensure that all staff members are appropriately trained in areas related to diversity awareness.

CONCLUSION

We are committed to creating a welcoming environment for a diverse range of highly skilled professionals. Our environment is one of mutual respect, integrity, inclusion, professionalism and accountability.

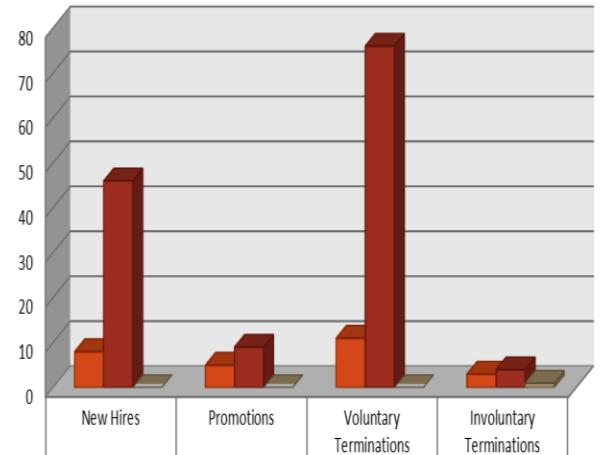
Please direct any questions about this report to my attention, Diversity Director at Sarah.Harding@state.ma.us or 617-988-6604.

Executive Office of Education Analysis by EEO4 Category - FY16



	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	7	10	25	4
Professionals	40	11	100	3
Technicians	0	0	1	0
Office/Clerical	2	0	5	0

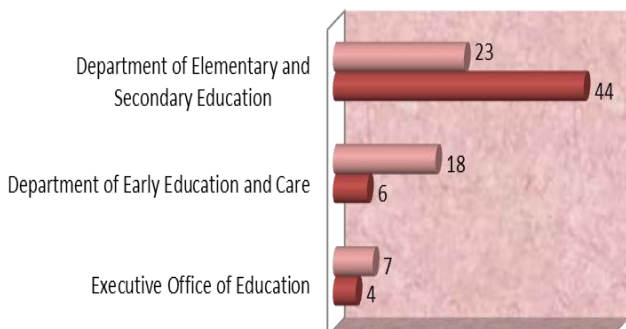
Secretariat Analysis by EEO4 Category Fiscal Year 2015



	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	8	5	11	3
Professionals	46	9	76	4
Office/Clerical	0	0	0	1

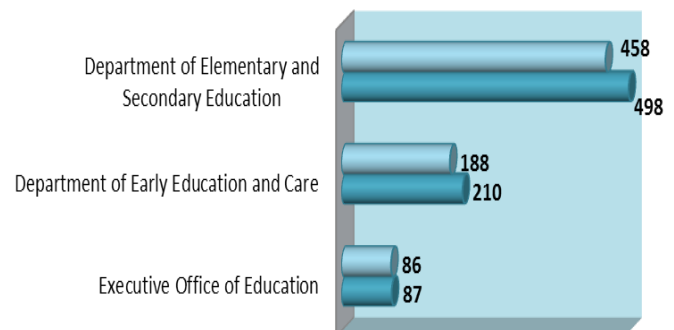
Executive Office of Education Workforce Summary by New Hires

FY16 FY15



Executive Office of Education Workforce Summary by Department

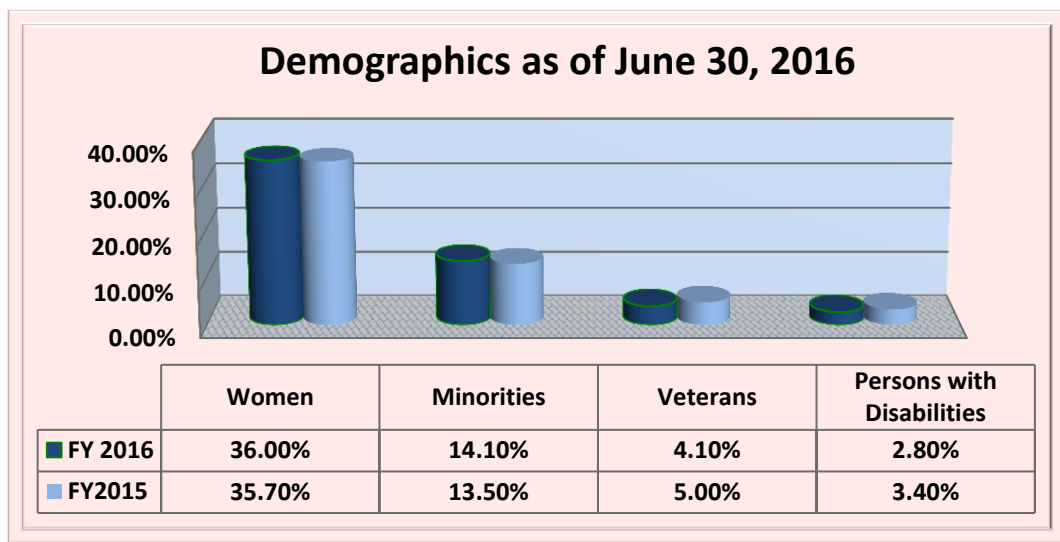
FY16 FY15



EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

SECRETARY MATTHEW A. BEATON

Evanice Torres, Diversity Director, Interim



AGENCY'S DIVERSITY OFFICERS

Department of Agricultural Resources – Mary Beth Burnand
Department of Conservation and Recreation – Agatha Summons McGuire
Department of Energy Resources – Sharon Harris
Department of Environmental Protection – Evanice Torres
Department of Fish and Game – Johanna Zabriskie
Department of Public Utilities – Theresa Kelly

Executive Office of Energy and Environmental Affairs (ENV)
Annual Narrative FY 2016

Mission Statement

The overall mission of the Executive Office of Energy and Environmental Affairs is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth.

OVERVIEW of Secretariat and Agency Relationship

The Secretariat oversees six agencies:

Massachusetts Department of Agricultural Resources MDAR's mission is to ensure the long-term viability of agriculture in Massachusetts. Through its four divisions – Agricultural Conservation & Technical Assistance, Agricultural Markets, Animal Health, and Crop and Pest Services – MDAR strives to support, regulate and enhance the rich diversity of the Commonwealth's agricultural community to promote economically and environmentally sound food safety and animal health measures, and fulfill agriculture's role in energy conservation and production.

Department of Conservation and Recreation The Department of Conservation and Recreation (DCR) strives to protect, preserve, manage and enhance the natural and cultural resources of the Commonwealth in order to promote healthy, livable and sustainable communities, and to connect people to these resources through recreation and education.

Department of Environmental Protection The Department of Environmental Protection (DEP) works to fulfill Article 97 of the Massachusetts' Constitution's guarantee of the people's right to clean air and water as well as the natural, scenic, historic, and aesthetic qualities of their environment.

Department of Fish and Game The Department of Fish and Game (DFG) is charged with stewardship of the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities, and wildlife dependent recreation.

Department of Public Utilities The Department of Public Utilities (DPU) mission is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.

Department of Energy Resources The Department of Energy Resources (DOER) is committed to creating a greener energy future for the Commonwealth. The Massachusetts Department of Energy Resources (DOER) develops and implements policies and programs aimed at ensuring the adequacy, security, diversity, and cost-effectiveness of the Commonwealth's energy supply within the context of creating a cleaner energy future.

Executive Office of Environmental Affairs The overall mission of the Executive Office is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth. Our commitment to protecting our environment now recognizes the importance of energy efficiency; making renewable energy a reality in our state, and reducing our dependence on fossil fuels; diversifying our energy sources; and leading the country in energy technology innovation.

BROAD COMPARISON of WORKFORCE

The total workforce for the EOEEA Secretariat for Fiscal Year 2016 is 2,546 compared to 2,697 in 2015.

Officials and Administrators: 2016 total = 299 (+13 = 5.6% increase); 183 males, 116 females, 33 minorities, 6 veterans, 7 disabled; 2015 Total = 283

Professionals: 2016 total = 1499 (-110 = 6.8% decrease); 850 males, 646 females, 223 minorities, 29 veterans, 44 disabled; 2015 = 1609

Protective Services Sworn: 2016 total = 89(-7 = 7.3% decrease); 84 males, 5 females, 7 minorities, 43 veterans, 2 disabled; 2015 total = 96

Technicians: 2016 total = 130 (-6 = 4.4% decrease); 99 males, 32 females, 8 minorities, 7 veterans; 2016 Total = 136

Office/Clerical: 2016 total = 104 (-10 = 8.8% decrease); 15 males, 89 females, 26 minorities, 3 veterans, 4 disabled; 2015 total = 114

Skilled Craft: 2015 total = 119 (-12 = 9.1% decrease); 118 males, 1 females, 11 minorities, 2 veterans, 4 disabled; 2015 total = 131

Service Maintenance: 2016 total = 304 (-20 = 6.2% decrease); 270 males, 31 females, 50 minorities, 12 veterans, 10 disabled; 2015 total = 324

Veterans; 2016 total = 104 total (-32 = 23.5% increase); 96 males 7 females; 2015 Total = 136

Persons with Disabilities 2016 total = 71 (-22 = 23.6% decrease); 48 males, 23 females; 2015 Total = 93

RETENTION

The Secretariat has not experienced severe retention issues among its workforce. Interesting work, learning and development opportunities, work culture, flexible work arrangement, a strong “promote from within” practice and employee benefits have been often cited reasons for employee tenure. Employees are encouraged to take the Commonwealth training classes whenever possible and courses at local colleges and universities to obtain undergraduate or graduate degrees or independent courses that

are specific to nature of their work. Communications is also encouraged amongst employees. The agencies and their staff are well respected in their fields on a local, national and international level.

PROMOTIONS

Employees are notified of all Internal Postings. Employees that apply are interviewed and based on their qualifications; work experience and meeting the Minimum Entrance Requirements are often promoted.

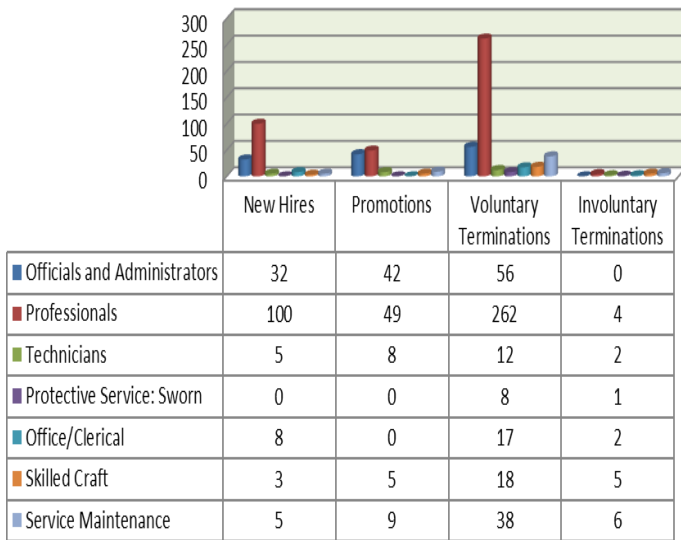
HIGHLIGHTS

The Executive Office of Environmental Affairs has undergone HR reorganization giving the agencies a shared service model. We are hope that this new shared service approach will allow us to stay committed to creating a welcoming environment for a diverse range of highly skilled professionals.

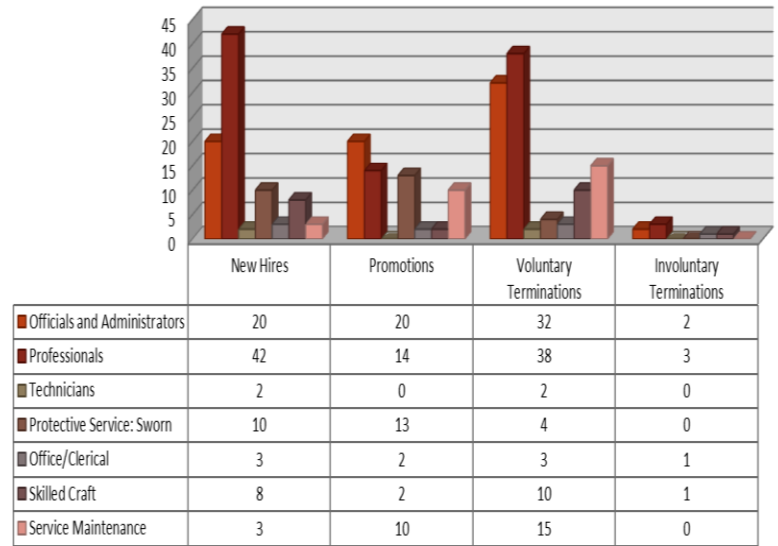
AGENCY MOVING FORWARD

The Executive Office of Environmental Affairs will continue to be committed in increasing minority staff count in all job groups, as well as hire Veterans and Persons with Disabilities as we continue to focus on retention strategies. All agencies will strive to recruit and retain candidates and employees of diverse cultural backgrounds in an effort to improve the overall representation of minorities, females, persons with disabilities and veterans in the workplace. They will also continue recruiting efforts with college and universities and professional organizations with diverse populations.

**Executive Office of Energy and Environmental Affairs
Workforce Analysis by EEO4 Category - FY16**

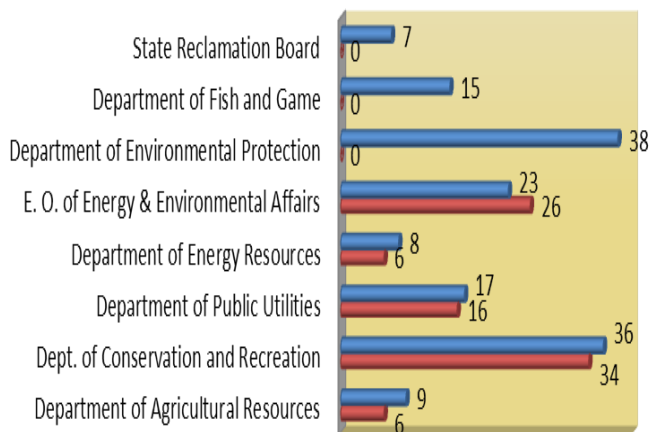


**Secretariat Analysis by EEO4 Category
Fiscal Year 2015**



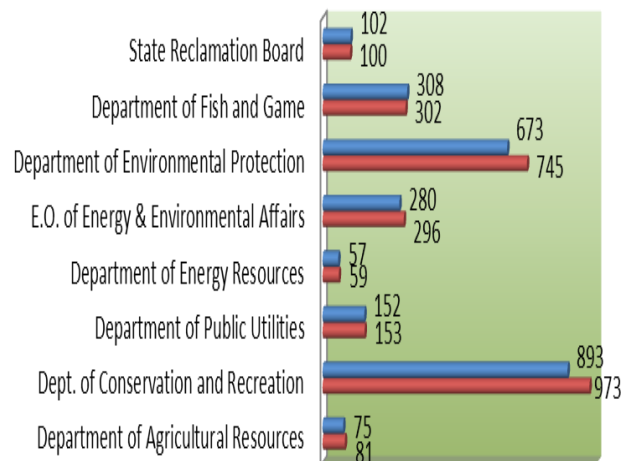
**Executive Office of Energy and Environmental Affairs
Workforce Summary by New Hires**

■ FY16 ■ FY15



**Executive Office of Energy and Environmental Affairs
Workforce Summary by Department**

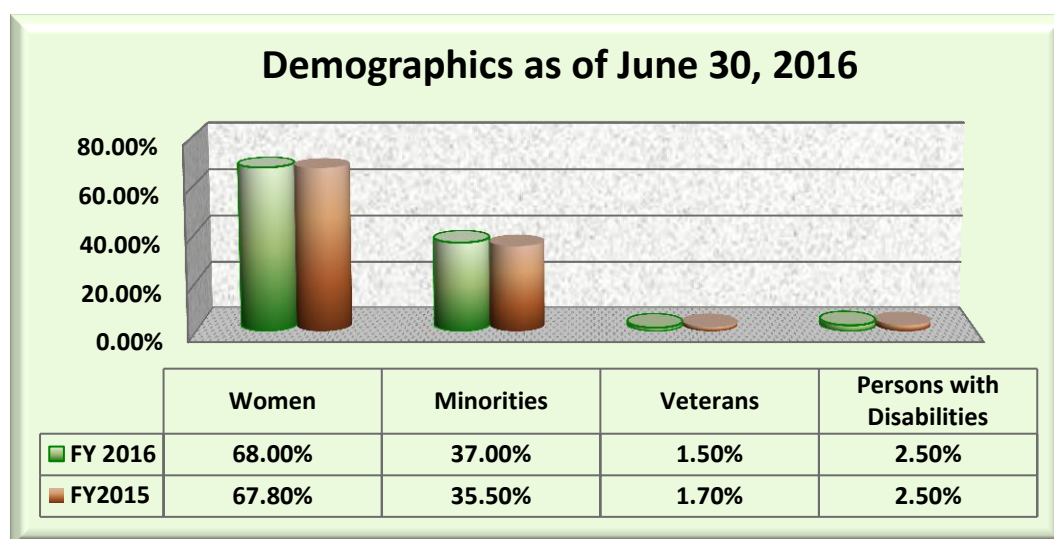
■ FY16 ■ FY15



EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

SECTRATARY MARYLOU SUDDERS

Sonia A. Bryan, Diversity Director



AGENCY'S DIVERSITY OFFICERS

Department of Children and Families – Diane Chang
Department of Developmental Services – Lorraine F. Woodson
Department of Mental Health – Joy Connell
Department of Public Health – Engie Mota
Department of Transitional Assistance – Danielle McNeil-Speller
Department of Veterans Services – Michael Rigas
Department of Youth Services – Margaret Chow-Menzer
Executive Office of Elder Affairs – Denise Bradley
MA Commission for the Blind – Kamilia Drogosz
MA Commission for the Deaf and Hard of Hearing – Sehin Mekuria
MA Rehabilitation Commission – Mary Connelly
Office for Refugees and Immigrants – Diane M. Randolph
Soldier's Home in Chelsea – Faith M. Kirkland
Soldier's Home in Holyoke – Shawna Biscione

Executive Office of Health and Human Services Mission & Vision

Our collective mission as a Secretariat is to improve the quality of life and health of all people, particularly vulnerable populations and children, by advancing wellness and improving health care quality, fostering safe homes and communities, promoting self-sufficiency, and furthering the use of community-based supports and resources.

Executive Office of Health and Human Services Organization

The Executive Office of Health and Human Services (EOHHS) is the largest Commonwealth Secretariat with jurisdiction over fifteen (15) agencies; the Executive Office of Elder Affairs (ELD), the Soldiers' Home in Chelsea (CHE), the Soldiers' Home in Holyoke (HLY), the Department of Veterans Services (DVS), the Department of Transitional Assistance (DTA), the Department of Youth Services (DYS), the Department of Children and Families (DCF), the Office of Refugees and Immigrants (ORI), the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH), the Department of Developmental Services (DDS), the Massachusetts Commission for the Blind (MCB), the Massachusetts Rehabilitation Commission (MRC), the Department of Public Health (DPH), the Department of Mental Health (DMH), and the Office of Medicaid (MassHealth).

WORKFORCE OVERVIEW

Workforce Analysis and Highlights for the Fourth Quarter of Fiscal Year 2015 compared to the Fourth Quarter of Fiscal Year 2016

	EOHHS Workforce Fiscal Year 2015	EOHHS Workforce Fiscal Year 2016	2010 Census Workforce Availability Benchmark
Total Employee Count	21,940	21,475	N/A
Minorities	7,791 (35.5%)	7,934 (36.9%)	20.7%
Females	14,877 (67.8%)	14,608 (68%)	48.8%
Veterans	363 (1.7%)	328 (1.5)%	7%
Persons with a Disability	551 (2.5%)	535 (2.5%)	12%

At the close of the fourth quarter of fiscal year 2016, EOHHS's workforce totaled 21,475 employees, a difference of 465 employees as compared to the end of fiscal year 2015. This reduction was based in large part on the Commonwealth's Early Retirement Incentive Program (ERIP).

Retention & Promotions in Fiscal Year 2016

The Center for Staff Development partnered with each agency's training director and provided employees with myriad professional development opportunities through the MasSP Programs. These programs are designed to cultivate a knowledgeable and skilled diverse workforce that meet the talent needs of our agencies, while providing growth opportunities for employees; thereby boosting retention. Programs included the following:

- The Aspiring Supervisor Program – prepares employees who aspire to become supervisors;
- Program Director – allows employees who currently oversee a program to enhance their current skills and learn new techniques on how to run an effective program;
- Clinical Supervisor – designed for employees currently in clinical positions whose goal is to develop or enhance clinical supervisory expertise ; and
- Senior Leader – a graduate-level certificate program for employees in a mid-level or upper-level management position who would like to move into agency senior management. The program provides up to twelve graduate credits towards Suffolk University's Master's in Public Administration.

Hiring in Fiscal Year 2016

The Office of Diversity, Equal Opportunity and Civil Rights and agency diversity officers collaborated with the EHS Office of Recruitment in a number of recruitment activities that were designed to expand the diversity of the applicant pool. Recruitment activities included working with the Office of Diversity and Equal Opportunity to develop and launch a state-wide career fair, participating in more than fifteen career fairs, posting job announcements on social media including Twitter, Facebook and LinkedIn and distributing postings to community groups.

Fiscal Year	Minorities	Minorities %	Female	Female %	Veteran	Veteran %	Disabled	Disabled %
2015	249	48.4%	363	70.5%	8	1.6%	2	0.4%
2016	248	40.7%	390	63.9%	15	2.5%	0	0.1%

The Secretariat's hiring in the four protected categories did not change dramatically in 2016 in spite of a hiring freeze. EOHHS hired almost twice the number of veterans in 2016 as it did in 2015. Further, although the data suggests that EOHHS did not hire any persons with a disability, the data may be misleading, as many applicants and newly hired employees chose not to self-identify.

Employment Terminations in Fiscal Year 2016

Voluntary and Involuntary Terminations

Fiscal Year	Minorities	Female	Veteran	Disabled
2015	149	305	17	10
2016	173	308	17	12

The most significant change in terminations occurred in the minority employee population with an increase in 2016. In addition to the ERIP, some EOHHS agencies experienced a reduction in workforce, because of facility closure and/or downsizing.

Highlights

The Secretariat's good faith endeavor to comply with Affirmative Action initiatives was instrumental in the Secretariat workforce exceeding the Commonwealth's benchmarks in the female and minority employee categories.

Secretariat Moving Forward

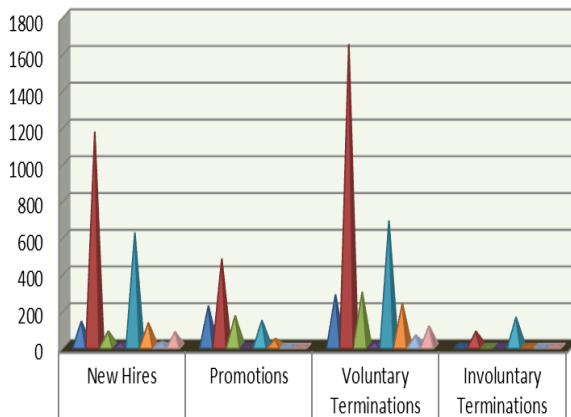
EOHHS remains committed to fostering a work environment where all employees have equal access and opportunity. The Secretariat will engage in ongoing efforts to attain the Commonwealth's workforce benchmarks in demographic categories that are currently below parity.

The EHS Recruitment Office will attend job fairs, refer candidates to hiring managers for interviews, manage agency-level career fairs and utilize various social media channels to reach a broad range of applicants. Additionally, agency diversity officers will remain proactive in utilizing MassCareers to source and recommend qualified candidates to hiring managers for interviews.

The Secretariat will continue to provide employees with professional development opportunities through the Center for Staff Development training programs, along with individual agency training programs. There will be an ongoing partnership between Center for Staff Development, and Labor Relations and Civil Rights to educate managers on the value of a diverse and inclusive work environment and on the importance of engaging in fair employment practices. Finally, the Office of Diversity, Equal Opportunity and Civil Rights will monitor the progress of each agency's Affirmative Action goals and review, revise or create policies and practices that ensure a focus on inclusivity, equity, and compliance.

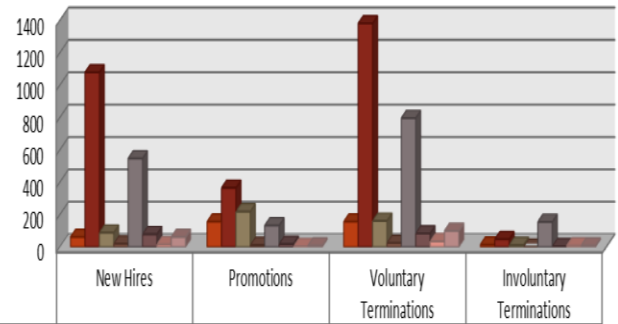
Please direct any questions about this report to Sonia Bryan, EOHHS Secretariat Director of Diversity, Equal Opportunity and Civil Rights.

Executive Office of Health and Human Services Analysis EEO4 Category - FY16



EEO4 Category	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	138	223	284	7
Professionals	1171	479	1648	83
Technicians	83	168	298	7
Protective Service: Sworn	20	6	21	2
Protective Service: Non-Sworn	623	142	687	159
Office/Clerical	130	42	236	7
Skilled Craft	25	10	61	3
Service Maintenance	80	6	112	13

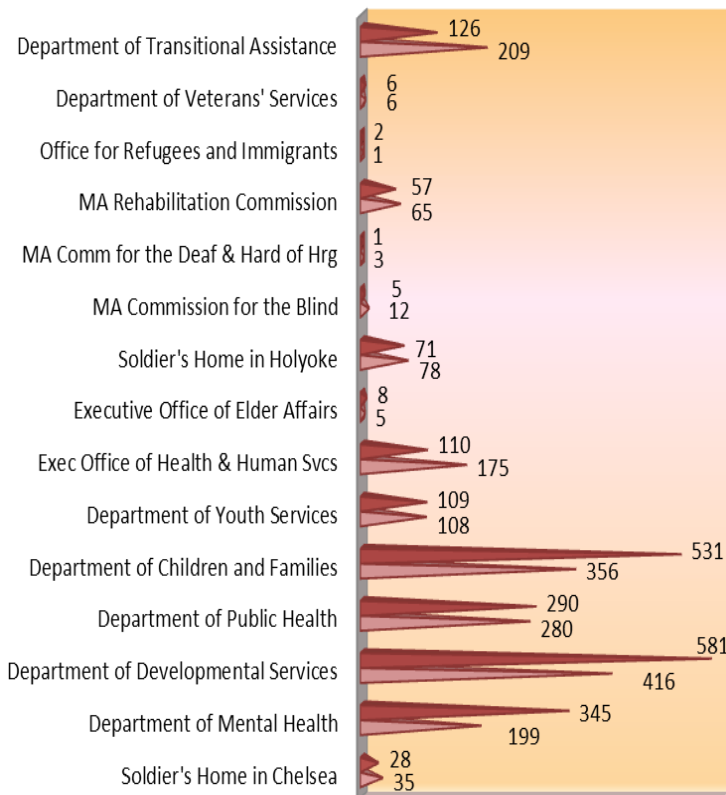
Secretariat Analysis by EEO4 Category Fiscal Year 2015



EEO4 Category	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	61	156	156	14
Professionals	1078	365	1381	47
Technicians	88	219	161	12
Protective Service: Sworn	20	11	24	0
Protective Service: Non-Sworn	546	132	796	155
Office/Clerical	78	18	83	4
Skilled Craft	16	4	35	7
Service Maintenance	61	7	99	7

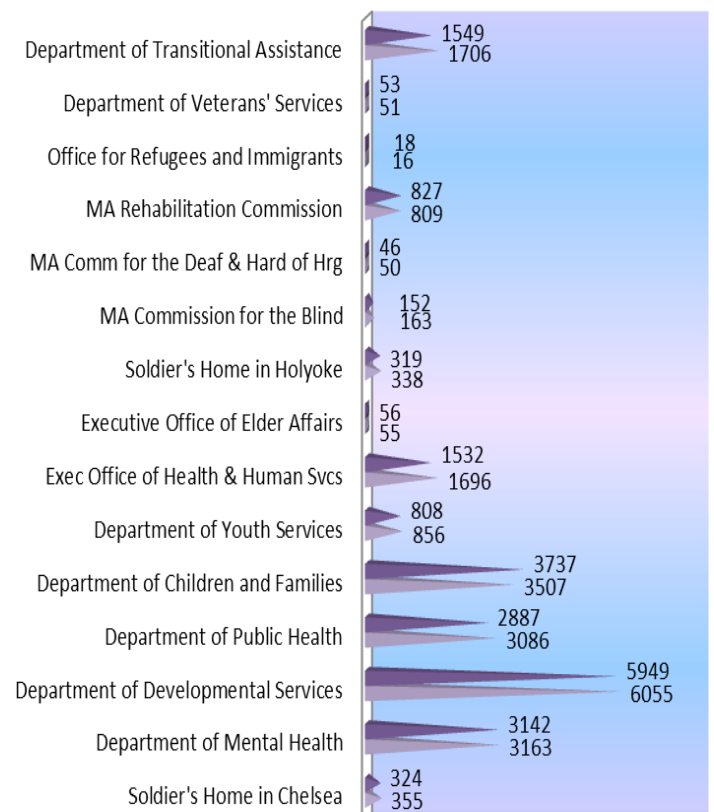
Executive Office of Health and Human Services Workforce Summary by New Hires

FY16 FY15



Executive Office of Health and Human Services Workforce Summary by Department

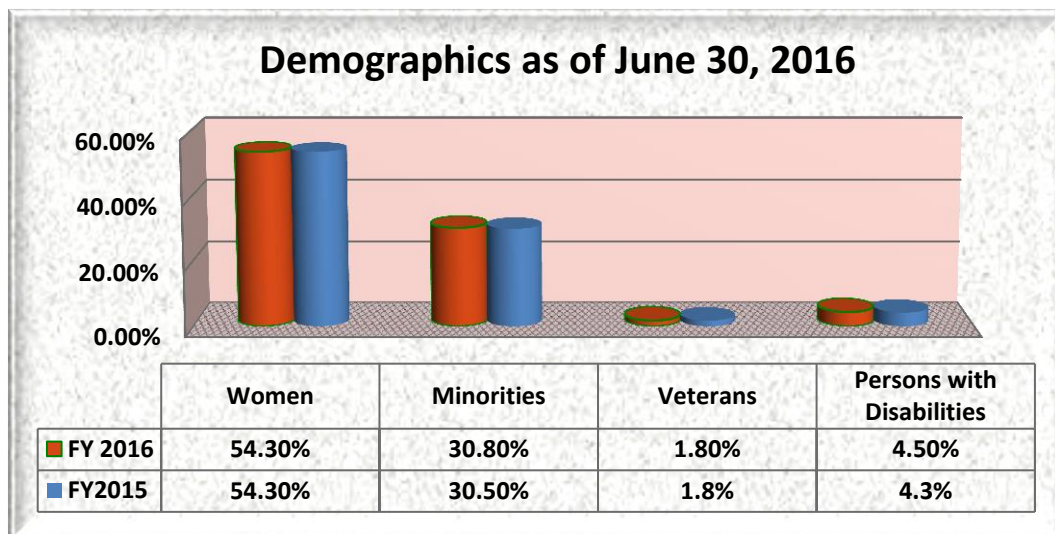
FY16 FY15



EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT

SECTRATARY JAY ASH

Jennifer Foley, Diversity Director



AGENCY'S DIVERSITY OFFICERS

Department of Housing and Community Development – Nancy DePaul
Department of Telecommunications and Cable – Andrea Nixon
Division of Banks – Mary L. Gallagher
Division of Insurance – Michael D. Powers
Division of Professional Licensure – Robert Fortes
Division of Standards – Janine Barnard
MA Office of Business Development – Jen Foley
Office of Consumer Affairs and Business Regulation – Karen Malone Bratt

Executive Office of Housing and Economic Development

Annual Narrative FY 2016

Introduction: Mission Statement

The Executive Office of Housing and Economic Development seeks to build a Massachusetts with vibrant communities, growing businesses, and a strong middle class. EOHED prioritizes economic opportunity for residents, collaborative leadership in communities, and a business environment that is conducive to job creation and business growth.

Overview of Secretariat and Agency Relationships:

The following agencies make up the Secretariat (HED).

The Department of Housing and Community Development's (DHCD) mission is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts residents. DHCD provides leadership, professional assistance and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management.

The Massachusetts Marketing Partnership (MMP) oversees marketing Massachusetts domestically and internationally to businesses, entrepreneurs, tourists, and students. MMP is made up of the Massachusetts Office of Travel and Tourism, the Massachusetts Office of International Trade and Investment, and the Commonwealth Marketing Office,

The Massachusetts Office of Business Development (MOBD) is committed to helping companies create and retain jobs as well as promote private investment in Massachusetts. MOBD facilitates simplified, timely access to a host of governmental and non-governmental resources and incentive programs that will help businesses grow faster and stronger in Massachusetts.

The Office of Consumer Affairs and Business Regulation (OCABR), and its five agencies, has two goals: to protect and empower consumers through advocacy and education, and to ensure a fair playing field for all Massachusetts businesses. The five agencies within OCABR are: Department of Telecommunications and Cable, Division of Banks, Division of Insurance, Division of Professional Licensure, and the Division of Standards.

Broad Comparison of the Workforce:

Current Fiscal Year		FY16	Prior Fiscal Year		FY 15
Total employees	798		Total employees	785	
Females	54.3%		Females	54.3%	
Minorities	30.8%		Minorities	30.5%	
Veterans	1.8%		Veterans	1.78%	
Disabilities	4.5%		Disabilities	4.3%%	

Retention

The Executive Office of Housing and Economic Development values the differences among our employees and fosters an inclusive work environment. The Secretariat encourages employees to participate in professional development opportunities including the manager and supervisor certificate program offered by the Human Resources as well as the Aspiring Supervisor program which is offered by EOHHS. The Massachusetts Commission Against Discrimination provided a manager/supervisor session for one of our agencies relating to equal employment opportunity. EOHED agencies offer a variety of program/policies to encourage staff retention, including telecommuting, flexible schedules, and professional development opportunities.

Promotion

EOHED agencies encourage employees to apply to open positions. HED employees are informed of all job opportunities within the Secretariat as they are posted on the Commonwealth's Mass Careers site.

Hiring

Open positions are posted on the web-based Mass Careers site. Additionally, vacancies are shared with colleges and universities, professional and community-based organizations including those which serve women, minorities, veterans and people with disabilities. EOHED strives to ensure that all applicant pools and hiring panels are diverse. Diversity questions are included in all hiring processes.

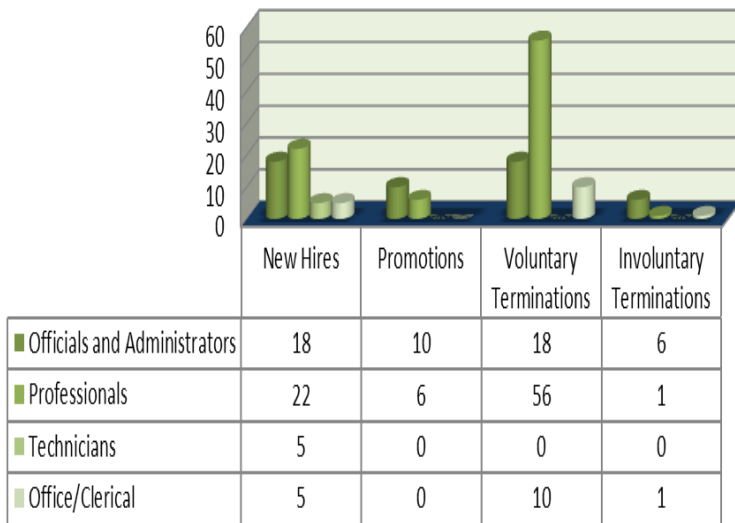
Terminations

Two employees were involuntarily terminated due to performance issues.

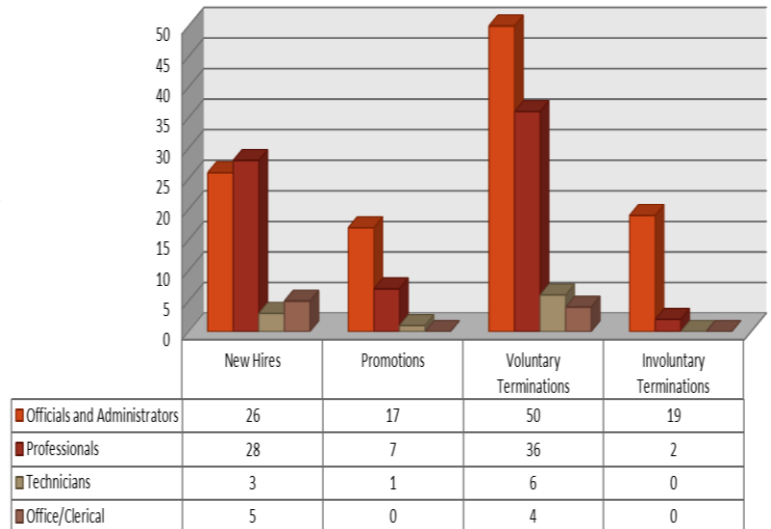
Secretariat Moving Forward:

EOHED remains committed to recruiting and retaining a diverse workforce within an inclusive and respectful work environment. This includes continuing to expand recruitment efforts to increase representation of persons with disabilities and veterans within the workforce and to continue to actively promote the semi-annual self-identification campaigns. For more than ten years, EOHED has exceeded the statewide benchmark for females and minorities in the workforce- which EOHED intends to continue in upcoming years. EOHED will partner with the Office of Diversity and Equal Opportunity to co-facilitate diversity classes for the Secretariat.

Executive Office of Housing and Economic Development Analysis EEO4 Category - FY16

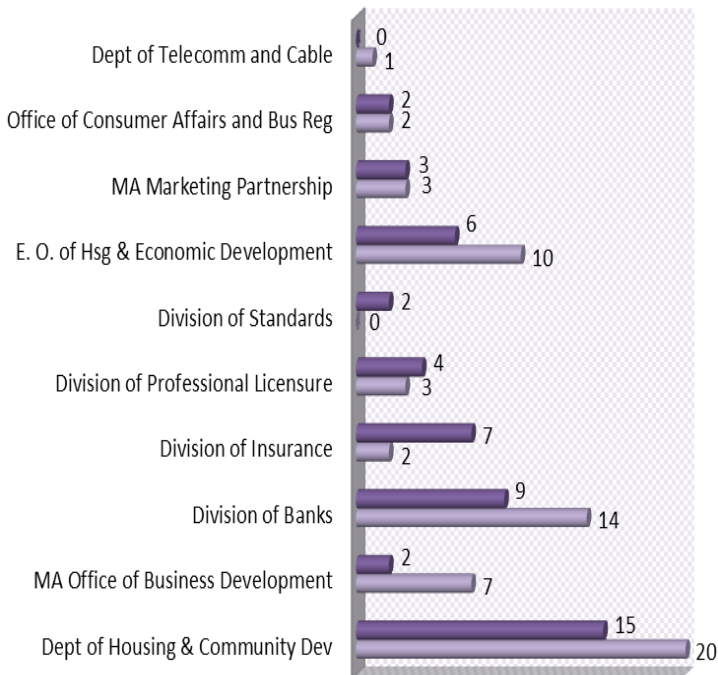


Secretariat Analysis by EEO4 Category Fiscal Year 2015



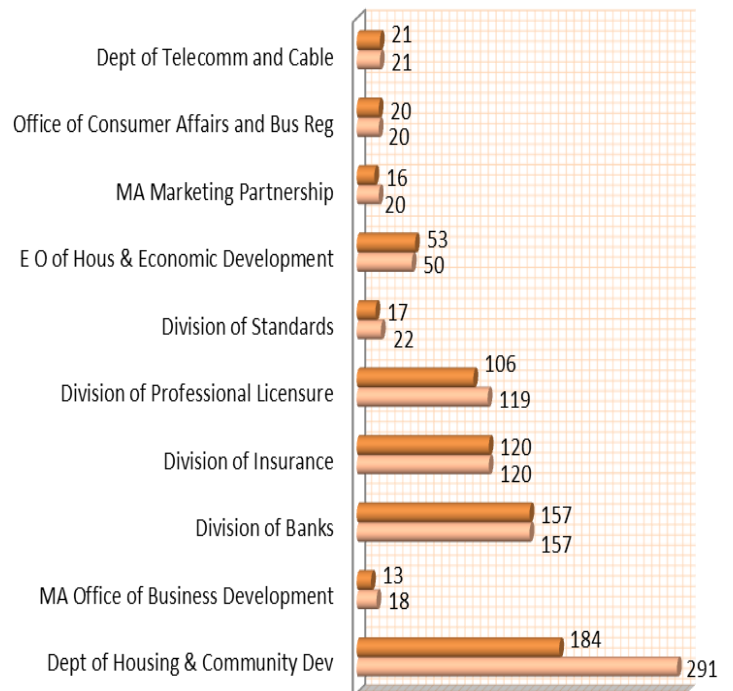
Executive Office of Housing and Economic Development Workforce Summary by New Hires

■ FY16 ■ FY15



Executive Office of Housing and Economic Development Workforce Summary by Department

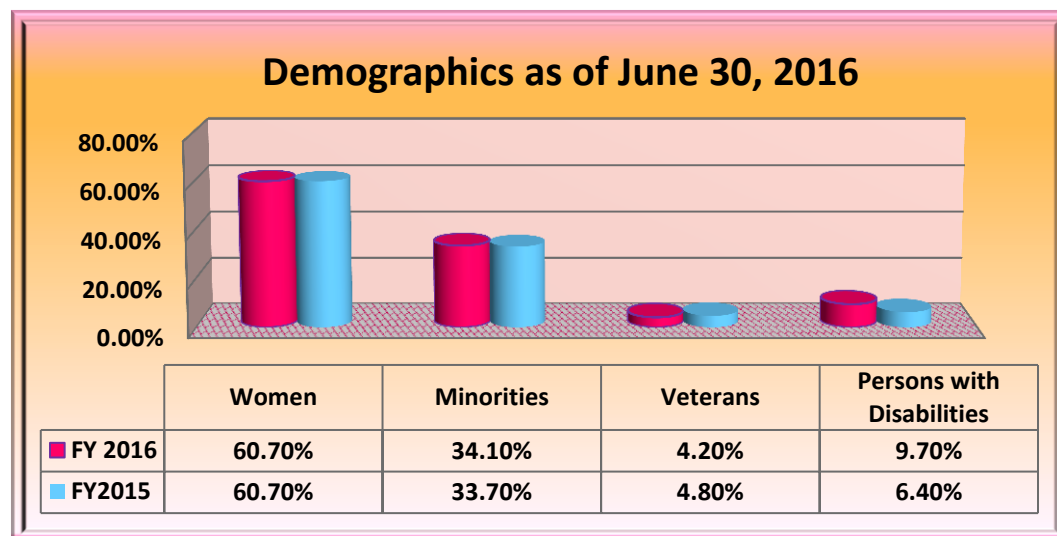
■ FY16 ■ FY15



EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

SECTRATARY RONALD L. WALKER, II

Dennis Johnson, Diversity Director



AGENCIES

Department of Career Services
Department of Industrial Accidents
Department of Labor Relations
Department of Labor Standards
Department of Unemployment Assistance

EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

Annual Narrative Fiscal Year 2016

INTRODUCTION

To enhance the quality, diversity and stability of the workforce of the Commonwealth, through the protection of workers' rights, health, safety, wages and working conditions, while creating a level playing field, providing a pipeline of skilled workers, and promoting labor-management partnerships, is the mission of the Executive Office of Labor and Workforce Development (EOLWD). Through our efforts we endeavor to ensure equal access to economic self-sufficiency and opportunity for all residents of the Commonwealth.

OVERVIEW

EOLWD is the Secretariat responsible for the Department of Career Services, Department of Industrial Accidents, Department of Labor Relations, Department of Labor Standards, and Department of Unemployment Assistance. It was established in 2007 and is led by Secretary Ronald L. Walker. The Secretariat Director of Diversity, Dennis Johnson, executes the vision for diversity and equal opportunity that is governed by Executive Order 526.

WORKFORCE COMPARISON OF FISCAL YEARS 2015 AND 2016

At the end of Fiscal Year 2016, the Secretariat and its five departments employed 1,127 employees scattered across the entire Commonwealth. This represents a decrease of 304 FTE's when compared to the FY 2015 workforce total of 1,431. At the end of FY'16 Females accounted for 60.9% and minorities for 34.0% of this total 1127, with 686 and 383 FTE's respectively. These statistics, when you compare FY'16 to FY'15 shows a numerical decrease in the representation of women (183 FTE's) and a numerical decrease in the representation of minorities (99 FTE's) in the EOLWD workforce for the end of FY'16.

This represents a slight percentage increase (0.02%) for females to 60.9% and a slight percentage increase (0.03%) for minorities to 34.0%. Both remain well above the workforce availability statistics of 48.2% for females and 20.7% for minorities as determined by the 2010 census.

In the categories of veterans and persons with disabilities there were important changes in the composition of the workforce, due to staff retirements, volunteer layoffs and a reduce in force plan. In FY 2015, 69 staff (4.8%) of the EOLWD employees was certified veterans, while 92 staff (6.4%) were persons with disabilities. With a shape decrease in the workforce 1,431 FTE's to 1,127 FTE's in FY2016, the number of veterans in the workforce decreased to 48 FTE's or 4.3% of the workforce, but persons with disabilities increased to 110 FTE's or 9.8% of the workforce. Veteran representation decreased 0.05% while representation of Persons with Disabilities increased 3.4%.

In spite of the budget cuts in FY'16 the efforts of the EOLWD to maintain are commitment to a diverse workforce is still strong. We still exceed the parity percentages for minorities and women 34.0% and 60.9% respectively. In the categories of Persons with a Disability and veterans we are actively networking, outreaching and recruiting.

The EOLWD offers a package of extremely attractive benefits including health care, retirement, vacation, sick and personal time leave which helps us reduce turnover and retains our employees. There are also recognition awards ceremonies for outstanding achievement and tuition reimbursement incentives for personal development. In order to enhance the potential for employees to take advantage of promotional opportunities the Secretariat offers training, career development, tuition reimbursement, as well as access to Human Resources Department (HRD) supervisory and management training courses. In addition, collective bargaining agreements offer promotional pathways based on the seniority of their membership. This ensures continued success in employee retention in all protected classes.

Through networking with numerous diverse minority, female, veteran and ADA organizations, attending career fairs, conducting informational interviews and partnering with the State Office of Diversity & Equal Opportunity along with state disability & veteran agencies, the Office of Diversity and Opportunity has ensured an increase in access to job opportunities for protected groups, despite budget cuts. Voluntary terminations are infrequent and are primarily confined to entry level positions when better opportunities arise elsewhere, usually within the state system. Progressive discipline accounts for the majority of involuntary terminations at the EOLWD.

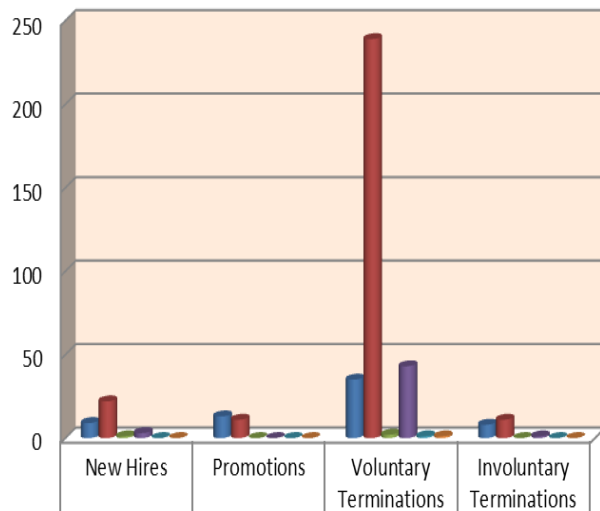
HIGHLIGHTS

	2015			2016		
	Total	%	Parity	Total	%	Parity
Secretariat	1431	100%	—	1127	100%	—
Females	869	60.7%	48.8%	686	60.9%	48.8%
Minorities	482	33.7%	20.7%	383	34.0%	20.7%
Veterans	69	4.8%	7%	48	4.8%	7%
Disabled	92	6.4%	12%	110	9.8%	12%

SECRETARIAT MOVING FORWARD

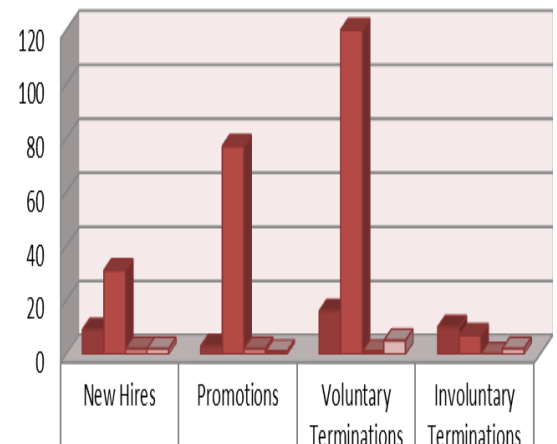
The possibility of another reduction in the workforce is great, but the Secretary is committed to using current workforce levels as a floor below which we will endeavor not to fall. We will look at the reduction as an opportunity to attain greater diversity in the upper echelons of the managerial structure (M5 through M10) to address shortfalls, especially in the category of Officials and Administrators. Secretary Walker is committed to diversity, inclusion and equal opportunity at all levels of EOLWD.

Executive Office of Labor and Workforce Development Analysis EEO4 Category - FY16



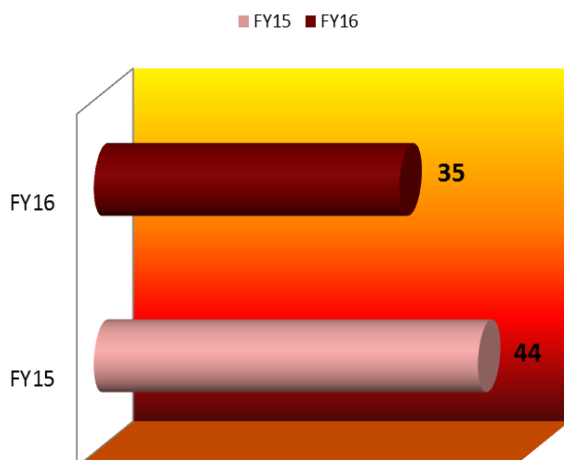
	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	9	13	35	8
Professionals	22	11	239	11
Technicians	1	0	2	0
Office/Clerical	3	0	43	1
Skilled Craft	0	0	1	0
Service Maintenance	0	0	1	0

Secretariat Analysis by EEO4 Category Fiscal Year 2015

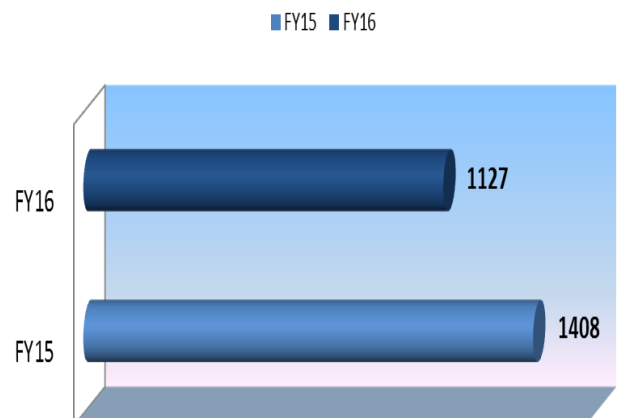


	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	9	3	16	10
Professionals	31	77	120	7
Technicians	2	2	1	0
Office/Clerical	2	1	5	2

E. O. of Labor & Workforce Development Workforce Summary by New Hires



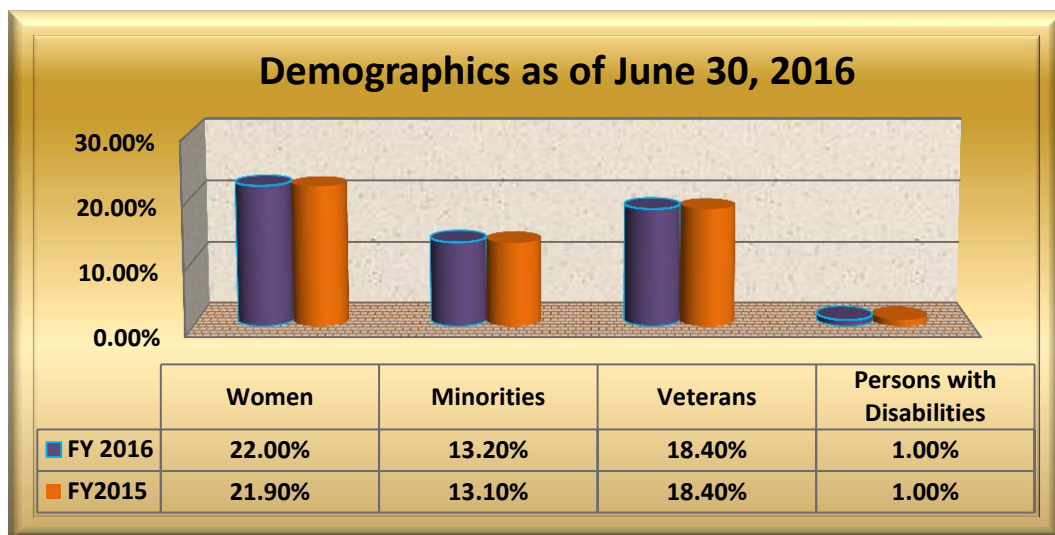
Executive Office of Labor and Workforce Development Total Workforce Summary



EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

SECTRATARY DANIEL J. BENNETT

James Canavan, Diversity Director



AGENCY'S DIVERSITY OFFICERS

Department of Criminal Justice Information and Services – Denise Sarro

Department of Correction – Monsi Quinones

Department of Fire Services – Mary Travers

Department of Public Safety – Penny O'Reilly

MA Emergency Management Agency – Ann McCarthy

MA National Guard – Raymond Murphy

MA Parole Board – Joyce Crosby

MA State Police – Debra De Rise

Municipal Police Training Committee – Denise Sarro

Office of the Chief Medical Examiner – Kerry Rice

Sex Offender registry Board – Judy Norton

The Executive Office of Public Safety and Security Secretariat Annual Narrative

The Executive Office of Public Safety and Security (EOPSS) is responsible for the protection of the Commonwealth and its citizens from injury to person or property arising from criminal acts, negligence, natural disasters, civil disturbances and terrorism. EOPSS is charged with acting to prevent such acts or events from occurring, by aiding and cooperating with local and federal agencies in similar activities.

The Secretary of Public Safety and Security, by statutory authority, leads EOPSS, along with the Undersecretary for Homeland Security and Emergency Management, the Undersecretary for Law Enforcement, the Undersecretary for Forensic Sciences and Technology, and the Assistant Secretary for Policy and Legislative Affairs.

The Secretariat is comprised of 11 agencies, the Department of Criminal Justice and Information Systems (DCJIS), Department of Correction (DOC), Department of Fire Services (DFS), Department of Public Safety (DPS), Department of State Police (POL), Massachusetts Emergency Management Agency (MEMA), Massachusetts National Guard (MIL), Municipal Police Training Council (MPTC), Office of the Chief Medical Examiner (OCME), Parole Board (PAR) and the Sex Offender Registry (SORB). In addition, there are 3 offices which operate within EOPSS, the Office of Grants and Research (OGR), the Office of Technology and Information Services (OTIS) and State 911 Department.

The Secretariat's workforce has a challenging mission and is dedicated to serving the citizens of the Commonwealth twenty-four hours a day, every day of the year. This office has established an atmosphere of commitment and dedication to the safety of the public and its employees. The following paragraphs provide additional insight into both the challenges and successes experienced by EOPSS' agencies.

As of June 30, 2016 (FY2016) EOPSS employed 8,672 employees. This represents a decline from previous years. This represents a decline from last year where there were 8,779 employees and the high of 2014 of 9,321 employees. This decline is primarily due to continued retirements turnover and continued fiscal discipline in backfilling vacant positions. A comparison of the workforce between the last two years is as follows: FY15 Males 78%, Females 21.9%, Minorities 13.1%, VEV's 18.4¹%, and Persons with Disabilities 1%. FY16 Males 78%, Females 22%, Minorities 13.2%, VEV's 18.4²%, and Persons with Disabilities 1%

EOPSS and its agencies encourage internal employees to attend various training and to take the initiative to apply for promotional positions that become available. In FY16 highlights include: a new class within in the sworn ranks having approximately 13.5% minority and female representation; an increases in career advancement opportunities within job series; and an increase in female representation in certain agencies within the Professional category.

EOPSS has actively sought to increase the diversity of the workforce through recruitment in mentoring/internship programs, website advertisement, and career fairs participation. Through the above listed means and other resources, EOPSS has made an effort to attract and hire a diverse group of qualified candidates in all categories. Some agencies were able to maintain their parity number while others were able to increase diversity in the categories listed below:

¹ This increase is due to an expanded definition of Veteran's status.

² This increase is due to an expanded definition of Veteran's status.

- Official and Administrators
- Professionals
- Office/Clerical.

The EOPSS Secretariat workforce has decreased by 107 employees. Despite this decrease the overall representation remains consistent. EOPSS will continue to pursue further diversification of the workforce in all categories based on the needs of the agencies and notwithstanding the current budgetary constraints.

The Executive Office of Public Safety and Security moving forward

The hiring controls will present a challenge for meeting goals but EOPSS will continue to make efforts to meet the Commonwealth's benchmarks in each category where goals have been set. In FY17, EOPSS will continue to hire and promote in the protected group categories. This Secretariat will continue to monitor and encourage all agencies to put forth its best efforts to improve hiring and promoting in all categories when positions become available.

In FY17, EOPSS' hiring will be based on the operational needs of each agency. Vacancies will be filled where deemed appropriate by agency heads and EOPSS Chief of Staff. When a vacant position is available, the Secretariat will continue to make good faith efforts to work toward our placement goals in all four of the protected groups.

EOPSS Human resource team will work directly with Agency Diversity Officers and the Secretariat Chief of Staff to monitor the vacancies and hiring activities of all EOPSS' Agencies to ensure all placement goals are consistently tracked and reported on a quarterly basis throughout this year.

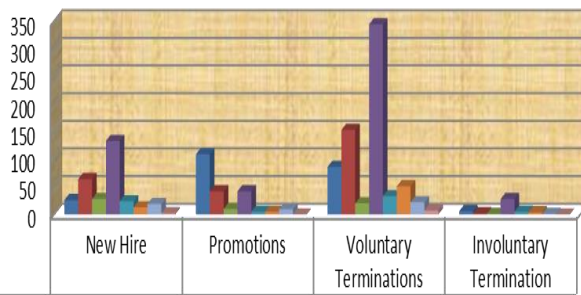
There will be an emphasis on the classroom diversity training during the next year.

Submitted by,

James Canavan, Secretariat Human Resource Director, Diversity Officer

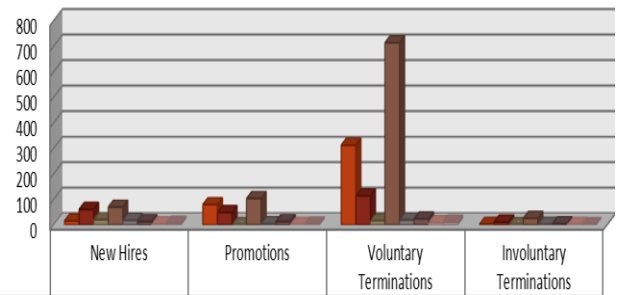
Michelle Small, Chief of Staff

Executive Office of Public Safety and Security Analysis EEO4 Category - FY16



	New Hire	Promotions	Voluntary Terminations	Involuntary Termination
Officials and Administrators	26	109	86	6
Professionals	64	42	153	2
Technicians	28	10	20	1
Protective Service: Sworn	133	42	344	28
Protective Service: Non-Sworn	24	5	33	5
Office/Clerical	13	5	51	4
Skilled Craft	19	9	22	1
Service Maintenance	2	0	7	0

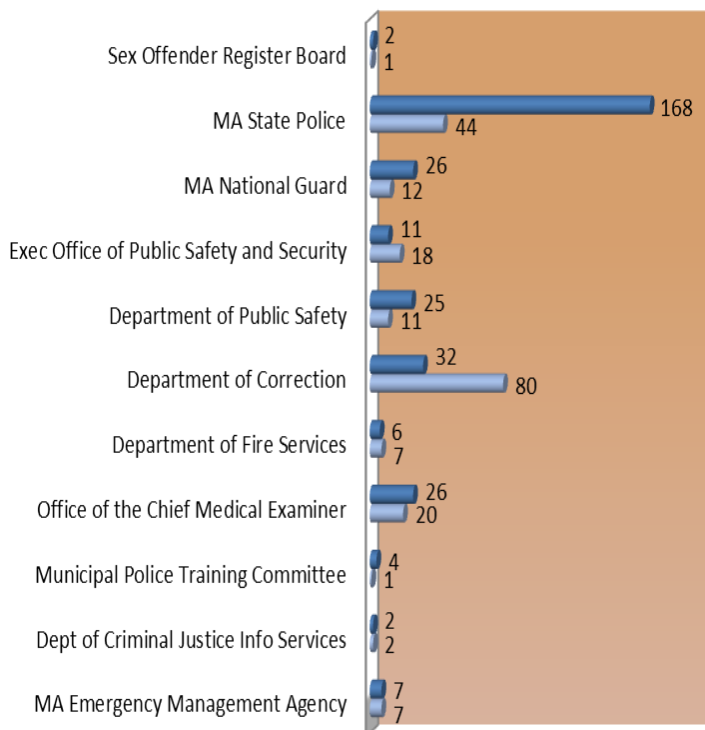
Secretariat Analysis by EEO4 Category Fiscal Year 2015



	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	15	79	312	2
Professionals	60	48	113	11
Technicians	20	0	16	0
Protective Service: Sworn	69	103	713	25
Protective Service: Non-Sworn	17	4	19	1
Office/Clerical	12	12	23	4
Skilled Craft	4	1	8	2
Service Maintenance	6	3	11	0

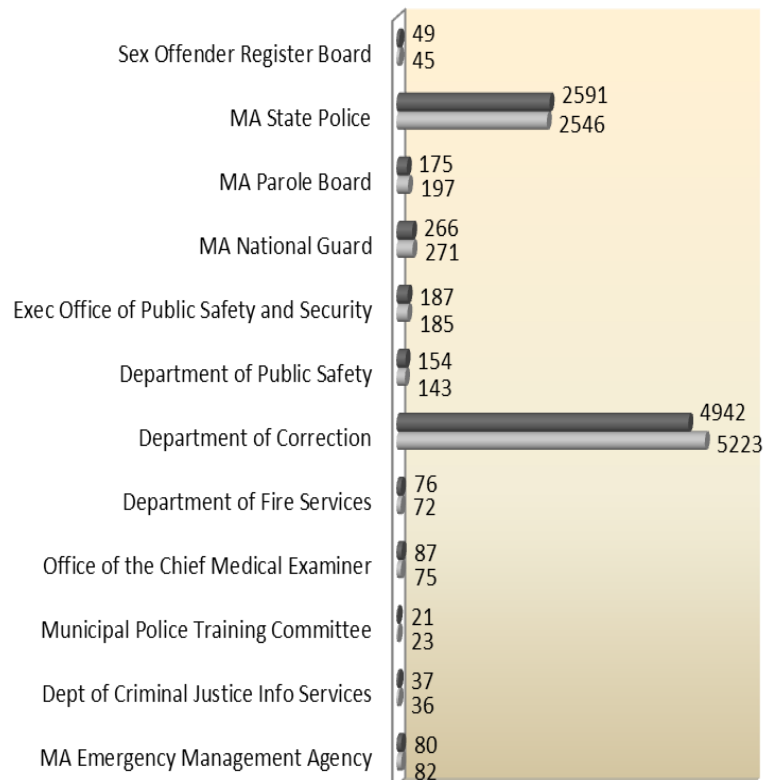
Executive Office of Public Safety and Security Workforce Summary by New Hires

■ FY16 ■ FY15



Executive Office of Public Safety and Security Workforce Summary by Department

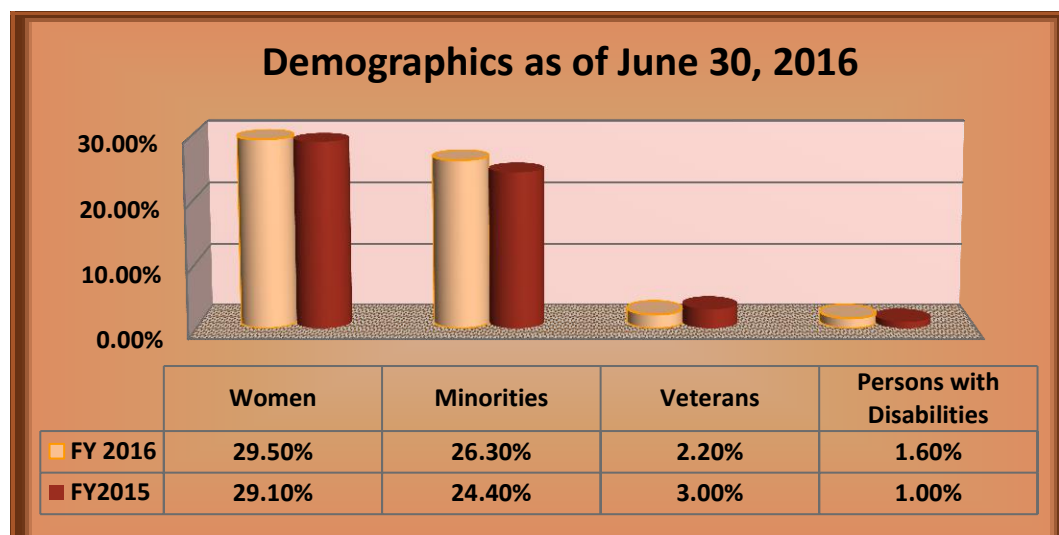
■ FY16 ■ FY15



MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

SECTRATARY STEPHANIE POLLACK

Julian Tynes, Diversity Director



AGENCIES

Aeronautics Division
Highway Division
Merit Rating Board
Registry of Motor Vehicles Division
Transit Division

Massachusetts Department of Transportation

Annual Narrative FY 2016

INTRODUCTION

MassDOT Mission Statement

To deliver excellent customer service to the people who travel in the Commonwealth and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.

MassDOT's Office of Diversity and Civil Rights Mission Statement

MassDOT's Office of Diversity and Civil Rights (ODCR) is committed to providing exemplary service to our employees, customers, vendors and stakeholders in an effort to prevent discrimination against any individual or group based on their race, color, gender, national origin, ancestry, religion, disability, age, sexual orientation, genetic status, gender identity, veteran status or military service. ODCR is dedicated to promoting inclusion, transparency and visibility, while fostering the growth and development of a diverse workforce and vendor base. ODCR is also committed to ensuring compliance with all MassDOT state and federal laws and contract requirements.

OVERVIEW

The **Massachusetts Department of Transportation (MassDOT)** oversees roads, public transit, aeronautics, and transportation licensing and registration in the Commonwealth of Massachusetts.

The table below depicts the workforce summary for FY 2016; MassDOT employed 3,998 workers compared with 4,337 workers at the end of Q4 FY 2015, representing a 9.2% net decrease in its total workforce. Overall, minority groups comprise 26.2% of MassDOT's workforce. Females represent 29.5%, Individuals with Disabilities represent 1.5%, and Veterans represent 2.2% of the workforce. MassDOT continues to remain above the Commonwealth's parity numbers for minorities resulting in a 1.8% increase from Q4 FY15.

Workforce Summary Report for DOT, 2016 Q 4

EEO Job Category Description	Total Workforce	Male	Male %	Female	Female %	Minorities	Minorities %	VET	VET %	IWD	IWD %
Officials / Admin	224	122	54.7	102	45.3	62	27.9	7	3.1	8	3.6
Professionals	2044	1589	77.8	454	22.2	478	23.4	55	2.7	25	1.2
Technicians	76	60	79.0	16	21.0	15	19.7	3	4.0	1	1.3
Protective-Non	9	9	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Office/Clerical	1029	444	43.2	585	56.8	419	40.7	6	0.6	22	2.1
Skilled Craft	531	518	97.6	13	2.4	54	10.1	15	2.8	4	0.8
Service Maintenance	74	66	89.2	8	10.8	17	22.9	1	1.3	2	2.7
Grand Total	3988	2810	70.5	1178	29.5	1045	26.2	87	2.2	62	1.5

MassDOT is fully committed to the concept and practice of EEO/AA in all aspects of employment, and strives to ensure a workforce that reflects the economic, social, and cultural diversity of the communities it serves.

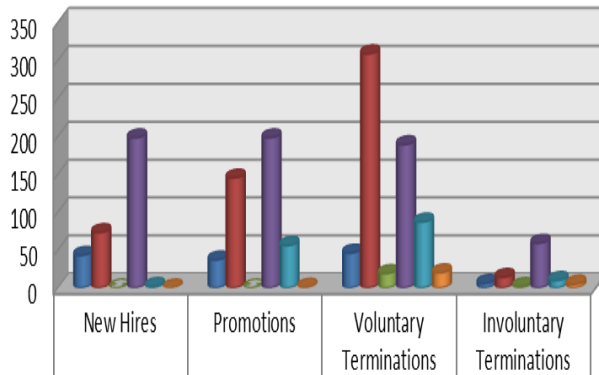
MassDOT's Equal Employment Opportunity Plan, effective August 1, 2014 through July 31, 2017, discusses and analyzes MassDOT's (and all of its divisions including the MBTA) prior plan period employment policies and practices, and describes specific action-oriented plans and programs to address any underutilization and adverse impacts in MassDOT's policy and practices. This program demonstrates MassDOT's commitment to foster an equitable, diverse and inclusive environment.

Although there have been some movement in personnel transactions during a hiring freeze and a reduction in force due to ERIP progress towards goal was minimal. MassDOT's Office of Diversity and Civil Rights has conducted statistical analysis (Four Fifths) for certain Agency components specifically hiring, promotions, terminations, and determined adverse impact was probable for this period. ODCR will continue to examine the process to determine the cause and what modifications to process are apparently necessary. To ensure successful implementation of MassDOT's EEOP, The Senior Leadership Team continues to prioritize our commitment to goal by initiating collaboration between work units, and providing enhancements critical to its success.

As MassDOT addresses its human capital challenges and reshapes its workforce, Human Resources in conjunction with the Office of Diversity and Civil Rights received guidance and direction from The Office of the Governor refining MassDOT's "*Diversity Recruitment Strategy*".

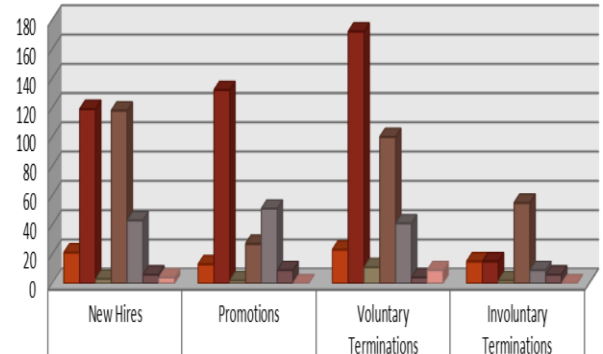
Please direct any questions about this report to Derrick Mann, Assistant Director of Affirmative Action Compliance and Equal Opportunity, at dmann@mbta.com or 857-368-8541.

**MA Department of Transportation Analysis
EEO4 Category - FY16**



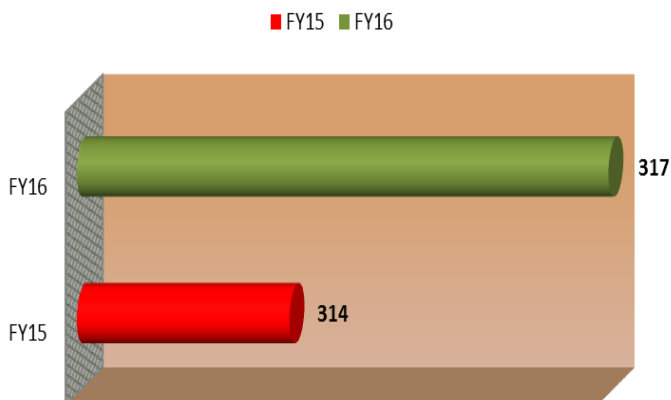
	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	43	37	46	6
Professionals	73	145	309	14
Technicians	0	0	19	2
Office/Clerical	198	198	189	59
Skilled Craft	2	56	87	10
Service Maintenance	0	1	20	5

**Secretariat Analysis by EEO4 Category
Fiscal Year 2015**

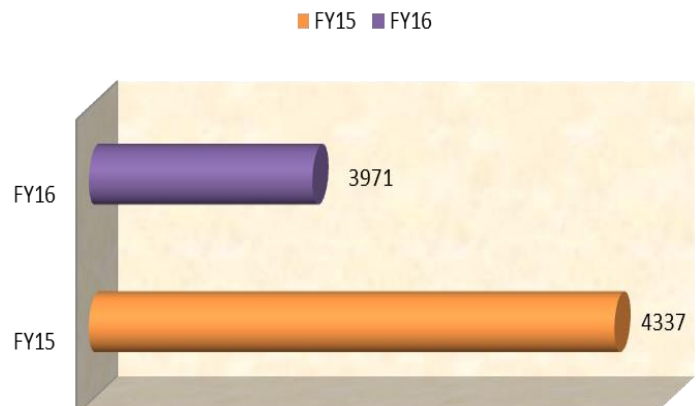


	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	21	13	23	15
Professionals	119	132	172	15
Technicians	3	2	11	2
Office/Clerical	118	27	100	55
Skilled Craft	43	51	41	9
Service Maintenance	6	9	4	6
No EEO Reporting	4	0	9	0

**Mass Department of Transportation
Workforce Summary by New Hires**



**Mass Department of Transportation
Total Workforce Summary**



INDEPENDENTS



HEALTH INFORMATION AND ANALYSIS

Comptroller of the Commonwealth



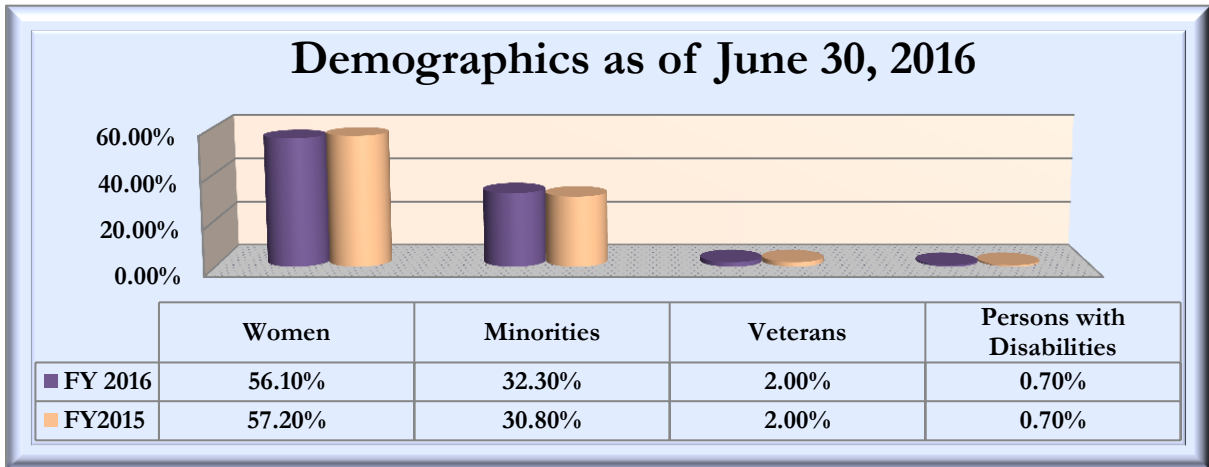
***Disabled
Persons
Protection
Commission***



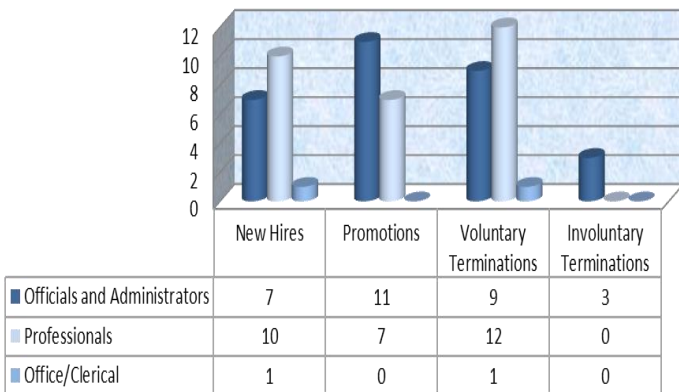
CENTER FOR HEALTH INFORMATION & ANALYSIS

ÁRON BOROS, EXECUTIVE DIRECTOR

Tonya Bourassa, Diversity Officer



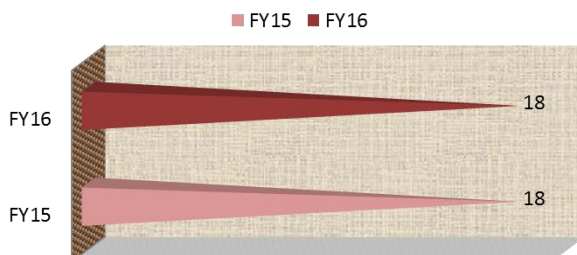
Center for Health Information & Analysis
EEO4 Category FY16



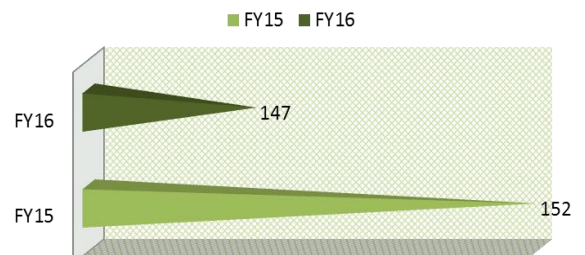
Agency Analysis by EEO4 Category
Fiscal Year 2015



Center Health Info & Analysis
Workforce Summary by New Hires



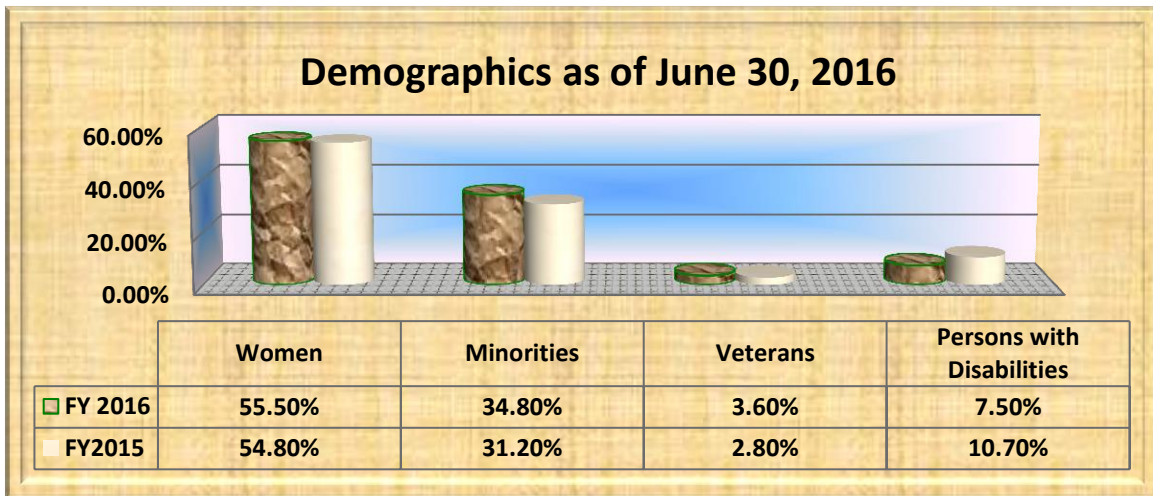
Center Health Info & Analysis
Total Workforce Summary



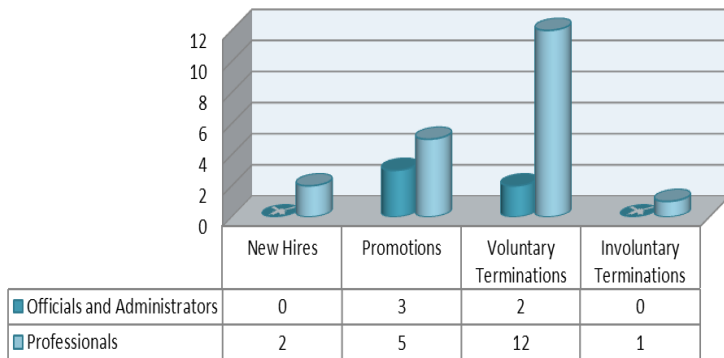
COMPTROLLER OF THE COMMONWEALTH

THOMAS SHACK, COMPTROLLER

Monica Middleton, Diversity Officer



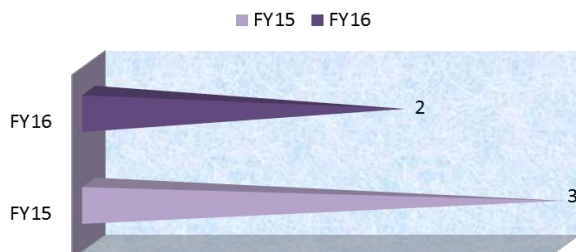
Comptroller of the Commonwealth
Analysis by EEO4 Category FY16



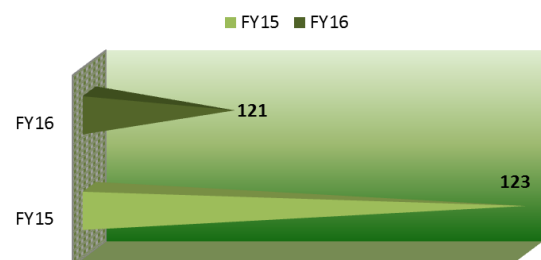
Agency Analysis by EEO4 Category
Fiscal Year 2015



Comptroller of the Commonwealth
Workforce Summary by New Hires



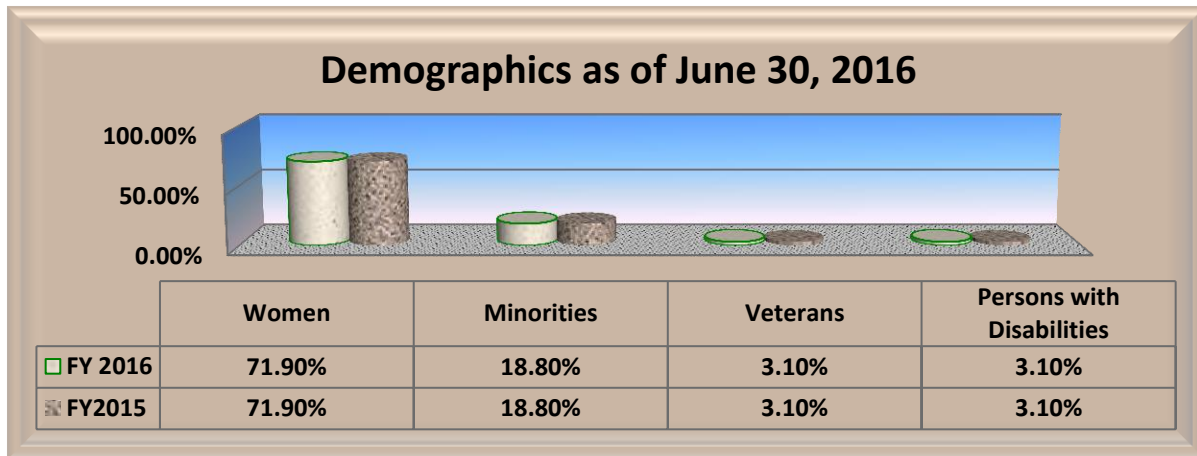
Comptroller of the Commonwealth
Total Workforce Summary



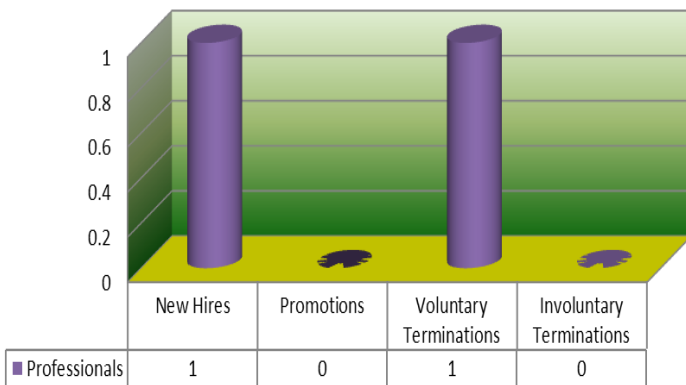
DISABLED PERSONS PROTECTION COMMISSION

NANCY A. ALTERIO, EXECUTIVE DIRECTOR

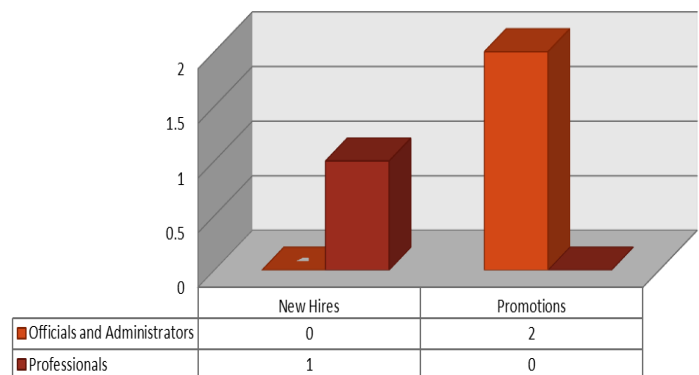
Audrey Drinan, Diversity Officer



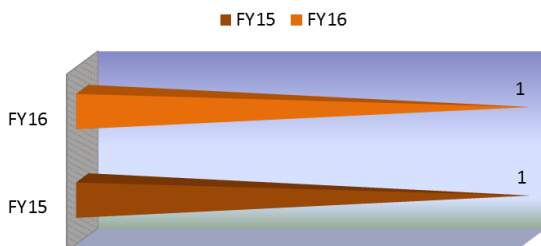
Disabled Persons Protection Commission
Analysis by EEO4 Category FY16



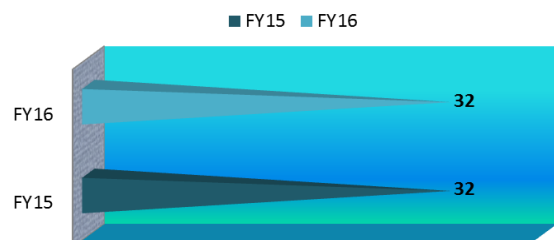
Agency Analysis by EEO4 Category
Fiscal Year 2015



Disabled Persons Protection Commission
Workforce Summary by New Hires



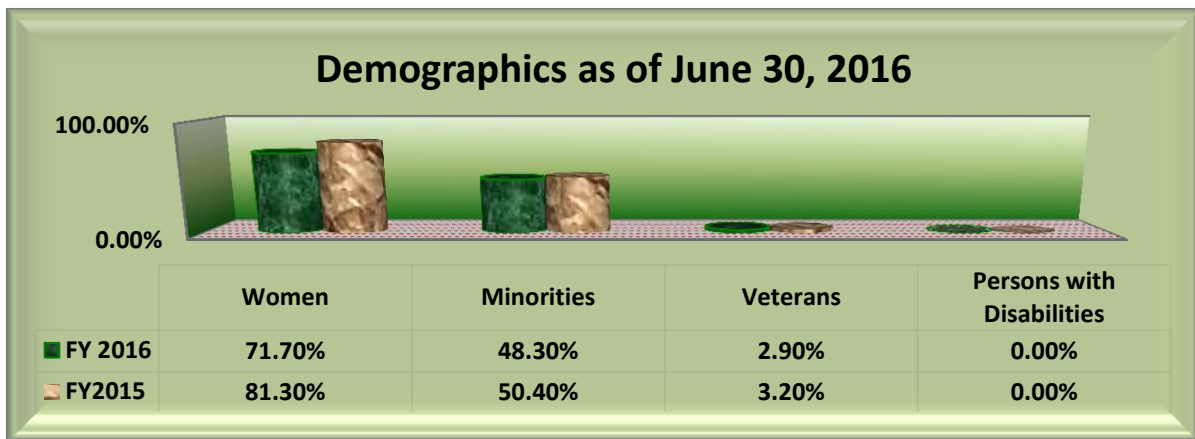
Disabled Persons Protection Commission
Total Workforce Summary



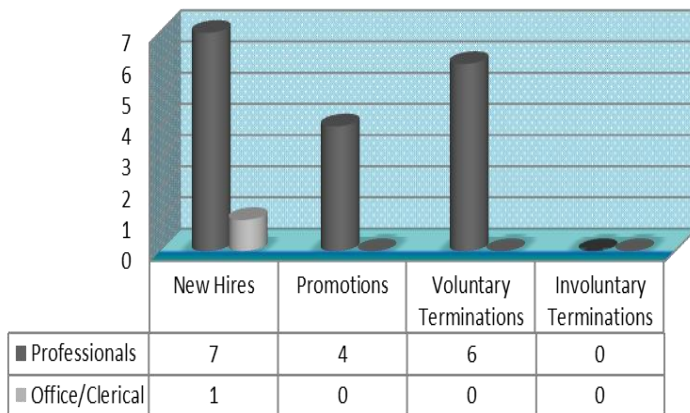
MA COMMISSION AGAINST DISCRIMINATION

JAMIE R. WILLIAMSON, CHAIR

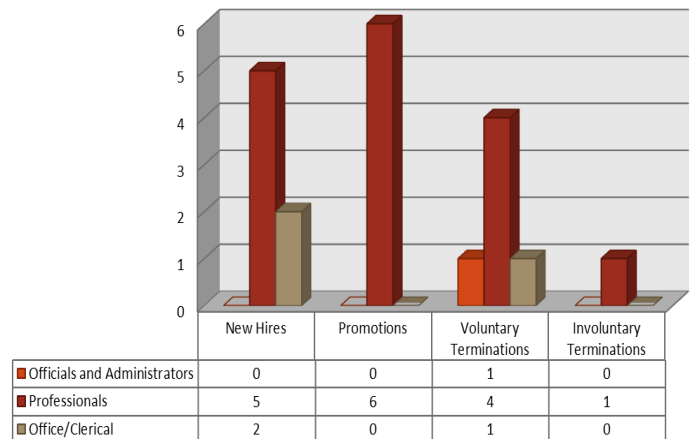
Lennie De Souza Smith, Diversity Officer



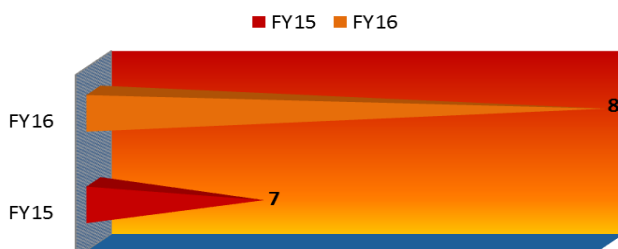
MA Commission Against Discrimination
Analysis by EEO4 Category FY16



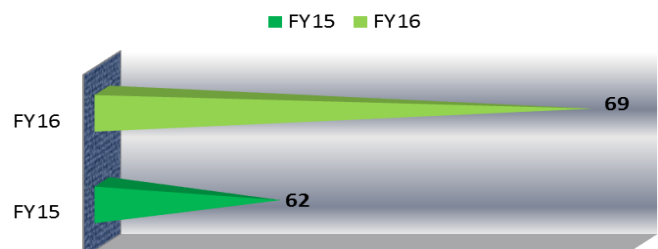
Agency Analysis by EEO4 Category
Fiscal Year 2015



MA Commission Against Discrimination
Workforce Summary by New Hires



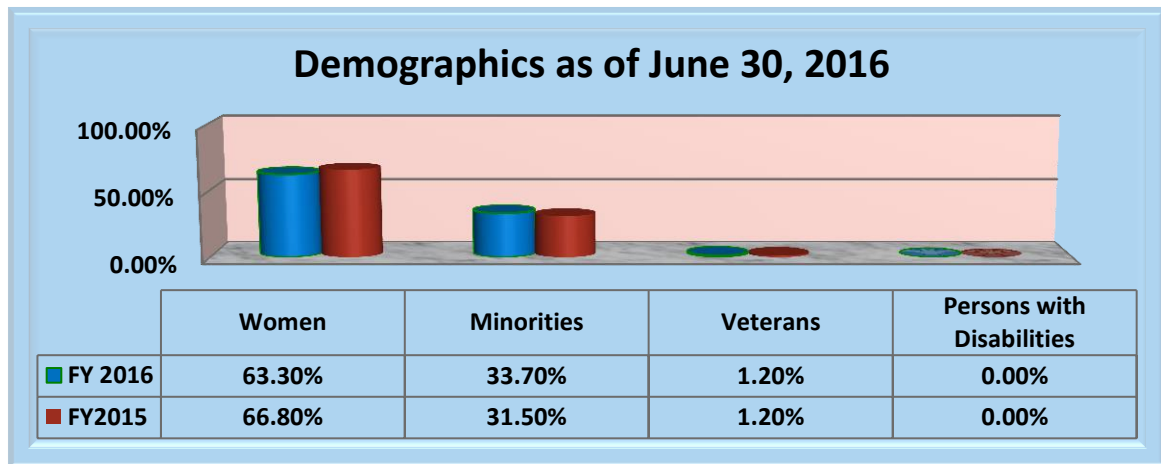
MA Commission Against Discrimination
Total Workforce Summary



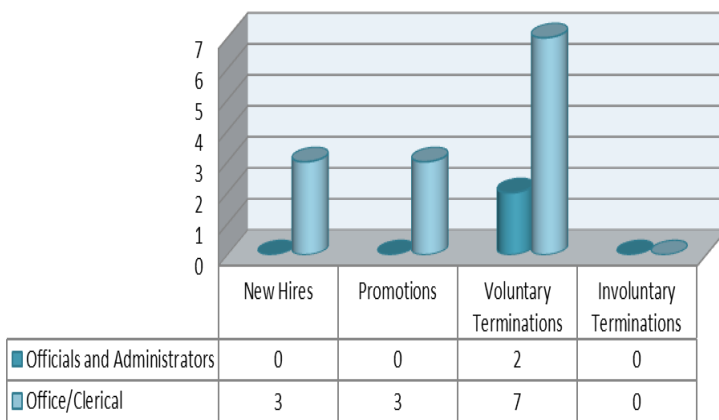
MA TEACHERS' RETIREMENT SYSTEM

ERIKA M. GLASTER, EXECUTIVE DIRECTOR

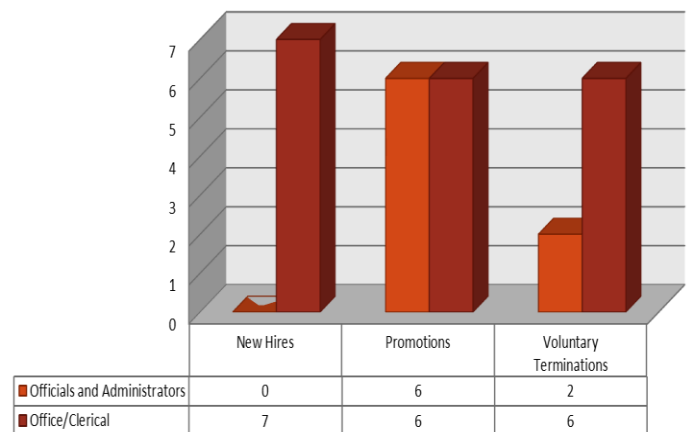
Robert G. Fabino, Diversity Officer



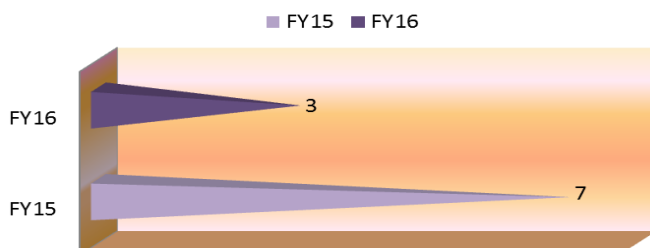
MA Teachers' Retirement System
Analysis by EEO4 Category FY16



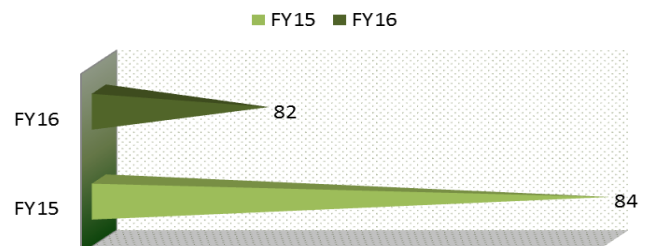
Agency Analysis by EEO4 Category
Fiscal Year 2015



MA Teachers' Retirement System
Workforce Summary by New Hires



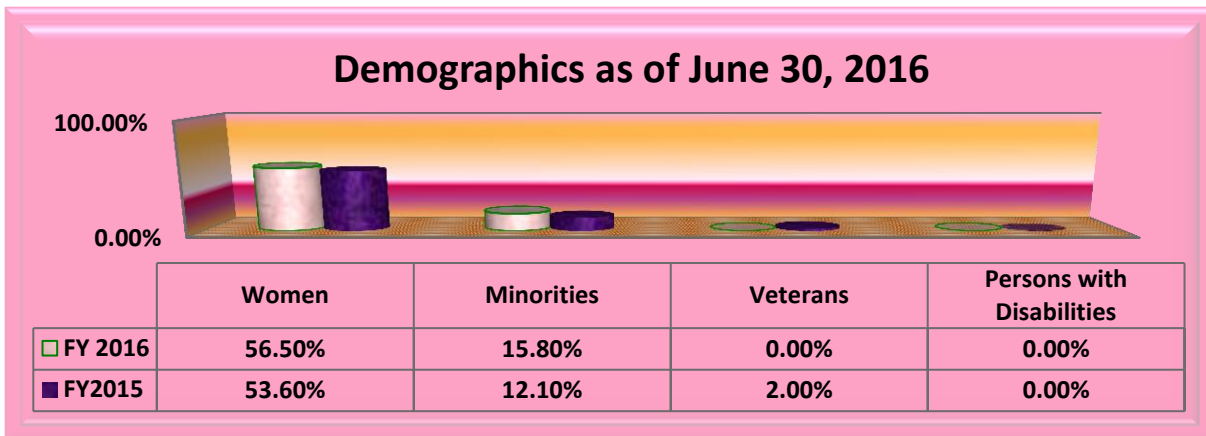
MA Teachers' Retirement System
Total Workforce Summary



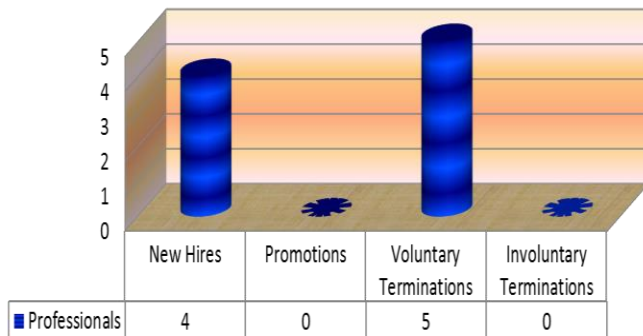
PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

JOSEPH E. CONNARTON, EXECUTIVE DIRECTOR

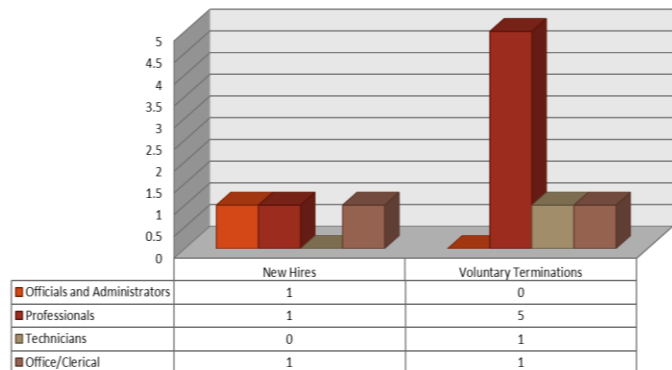
Caroline J. Carcia, Diversity Officer



Public Employee Retirement Administration Commission
Analysis by EEO4 Category FY16



Agency Analysis by EEO4 Category
Fiscal Year 2015



Public Employee Retirement Administration
Commission Summary by New Hires



Public Employee Retirement Administration
Commission Summary by Department

